



WSSU Board of Trustees Full Board Meeting

Winston-Salem State University

Friday, March 14, 2025 at 9:00 AM EDT to Friday, March 14, 2025 at 11:00 AM EDT

Agenda

I. Call to Order

Presenter: Bill Miller

II. Conflict of Interest Statement

Presenter: Bill Miller

All board members are reminded of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees' meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time.

III. Roll Call

Presenter: Kelley Mills

1. Bill Miller – Chair
2. Brent Moore – Vice Chair
3. Alex Johnson -Secretary
4. L'Tanya Bailey
5. Robert Barr
6. Matthew Cullinan
7. Laura Gerald
8. Kathleen Kelly
9. Tyrone McNair, Jr.
10. Drewry Nostitz
11. Pam Oliver
12. Carlos Pauling
13. Ricky Sides

IV. Adoption of Meeting Minutes

Presenter: Bill Miller

A. Adoption of Meeting Minutes of WSSU Regular Board Meeting on December 6, 2025

B. Adoption of Meeting Minutes of WSSU Special Called Board Meeting on March 3, 2025

V. Board Chair's Report

Presenter: Bill Miller

VI. Chancellor's Report

Presenter: Bonita Brown

VII. Committee Reports and Recommended Action Items

A. Academic and Student Experience Committee

Presenter: Robert Barr

- 1. Academic and Student Experience Committee Report**
- 2. Action Item | Approval of Promotion and Tenure Recommendations**
- 3. Action Item | Approval of Emerita Faculty Recommendation**
- 4. Transmittal Item | Report on 120+ Credit Hour Programs**
- 5. Transmittal Item | WSSU Peer Institutions List**

B. Audit and Grievance Committee

Presenter: L'Tanya Bailey

- 1. Audit and Grievance Committee Report**

C. Committee on Trustees and Governance

Presenter: Carlos Pauling

- 1. Committee on Trustees and Governance Committee Report**
- 2. Action Item | Approval of 2025-2026 Board Meeting Calendar Recommendation**
- 3. Action Item | Approval of Membership Recommendations for the Board of Trustees of the Endowment Fund of Winston-Salem State University (BoTE)**

D. External Affairs Committee

Presenter: Drewry Nostitz

- 1. External Affairs Committee Report**

E. Finance, Administration, and Stewardship Committee

- 1. Finance, Administration, and Stewardship Committee Report**
- 2. Action Item | Approval of Campus Master Planning Firm**
- 3. Action Item | Approval of Recommendation for Hauser Renovation and Expansion Project Commissioning Agent**
- 4. Action Item | Approval of FY26 All Funds Budget Recommendation**

VIII. Closed Session Motion

Presenter: Bill Miller

Following a successful motion to convene in closed session, the Board will discuss the following matters.

- A. Adoption of Closed Session Minutes for the Full Board Meeting on December 6, 2025**
- B. Honorary Degree Nominations**

IX. Adjournment

Winston-Salem State University
Board of Trustees Meeting Minutes
December 6, 2024
9:00 a.m.

I. Call to Order

Chair Bill Miller called the meeting to order.

II. Conflict of Interest Statement

Chair Miller read the following statement: *“All Board Members are reminded of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees’ meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time.”* There were no conflicts noted.

III. Roll Call

The following trustees were present at call to order: Bill Miller, Alex Johnson, Matthew Cullinan, Tyrone McNair, Jr., Pam Oliver, Ricky Sides, Robert Barr, Laura Gerald. Kathleen Kelly; Virtual Attendees: Carlos Pauling

Trustees present after roll call: Virtual Attendee: Brent Moore

Trustees Absent: L’Tanya Bailey; Drewry Nostitz

IV. Adoption of Meeting Minutes

A motion was made to adopt the minutes for the WSSU Board Meeting on September 20, 2024 and the WSSU Special Called Board Meeting on October 1, 2024. The motion passed unanimously.

V. Board Chair Report

Chair Miller provided a recap of the board retreat held in September, which was facilitated by Ms. Artis Hampshire-Cowan. The one-day retreat provided Trustees with an opportunity to discuss ways to build on change and transformation for WSSU. He noted that over the next 90 days the board would be focusing on its committee restructure and increasing thought leadership. He also noted that university would be working on a plan to create a clearer structure for the operation of associated entities. He also emphasized the importance of strengthening engagement with past Trustees, increasing the visibility of current Trustees on campus, and providing opportunities for them to engage with faculty, staff, students, and alumni.

VI. Chancellor’s Report

Chancellor Brown’s report included an introduction of new staff and an event summary that includes highlights since September 2024. She briefly mentioned the MOU signing with Wake Forest, the visit from Liberia’s Secretary of Education, WSSU’s partnership with CISCO, the NASCAR Campus Lab Program, the Ramilly Road Tour, and Homecoming 2024. She also highlighted the stories of Ms. Cristina Sorensen and Stefani Ramsey, who are two graduate students who have designed an ergonomics program for mothers to reduce injuries while caring for children. Chancellor Brown also shared that Dr. Rashunda Richardson was awarded more than half-a-million dollar grant to advance research capacity at WSSU.

Her report also included an update on brand differentiation, enrollment management, advancement, and talent management. Ms. Cheryl Pollard participated in the update on enrollment management and Mr. Kevan Turman participated in the update on advancement. She closed her report by reminding the board of WSSU's Fall Commencement Ceremony to be held on Friday, December 13, 2024 at the Lawrence Joel Veterans Memorial Coliseum.

VII. Committee Reports and Recommended Action Items

A. Academic Affairs Committee

Trustee Barr provided a committee report from the Academic Affairs Committee from the prior day and called upon Dr. Anthony Graham for the presentation of the proposed Teaching Effectiveness Policy, Academic Program Review Policy, and the Post-Tenure Review Policy action items. These items received a motion, a second, and unanimous approvals. The Chancellor's Exception Report was also transmitted to the Board as required by policy.

B. Advancement Committee

Trustee Sides provided a committee report from the Advancement Committee from the prior day.

C. Audit, Risk and Compliance Committee

Trustee Cullinan provided a committee report from the Audit, Risk and Compliance Committee from the prior day. He then called for the presentation of the proposed revisions to Office of Internal Audit Charter by Dr. Ivey Brown. The action item received a motion, a second, and a unanimous approval.

D. Finance and Administration Committee

Trustee Cullinan provided a committee report from the Finance and Administration Committee from the prior day; a corrected report was submitted.

He then called for the presentation of the proposal to decrease the debt service fee (with no tuition and fee increase); the requested authorization to execute a lease with Metropolitan Village, and the approval of the appointment of the Commissioning WorCx, RMF Engineering, and SKA Engineering as WSSU's first, second, third choices respectively for the KR Williams Renovation and Expansion Project by Ms. Lisa McClinton. These items received a motion, a second, and unanimous approvals.

E. Governance, Advocacy, Trusteeship and Ethics (GATE) Committee

Trustee Miller provided a committee report from the Governance, Advocacy, Trusteeship and Ethics (GATE) Committee meeting from the prior day.

He then called on Mr. Richard Davis for the presentation of the action item related to the proposed 2025 Legislative Agenda. This item received a motion, a second, and a unanimous approval.

VIII. Closed Session

A motion to convene in closed session was made, seconded, and approved unanimously. Minutes of the closed session were prepared separately.

A motion was made and seconded to reconvene in open session. At the open session reconvening, Chair Miller reported that the Board had approved closed session minutes for September 20, 2024 and

closed session minutes for October 1, 2024, heard an update on the University's plans relative to leadership changes; received an update on the Mitchell case, received an update on the Foundation's plans relative to property acquisition, and considered a contract for the head volleyball coach.

A motion was made, seconded, and approved unanimously to approve the contract for the head volleyball coach.

IX. Unfinished Business – none

X. New Business

Trustee Sides shared a possible partnership opportunity with the County with the Board. Chancellor Brown indicated staff would follow up.

XI. Adjournment

A motion and second to adjourn was made at approximately 11:05am.

Draft Until Approved

Winston-Salem State University
Board of Trustees Special Called Meeting Minutes
March 3, 2025
5:00 p.m.

I. Call to Order

Chair Bill Miller called the meeting to order via Zoom webinar format

II. Conflict of Interest Statement

Chair Miller read the following statement: *“All Board Members are reminded of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees’ meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time.”* There were no conflicts noted.

III. Roll Call

Trustees present at roll call: Bill Miller, L’Tanya Bailey, Robert Barr, Matthew Cullinan, Laura Gerald, Brent Moore, Drewry Nostitz, Pam Oliver, Ricky Sides.

Trustees who joined after roll call, but were present for voting: Kathleen Kelly, Alex Johnson

Trustees absent: Tyrone McNair, Jr. and Carlos Pauling

IV. Action Items | Consideration and Approval of Revised Bylaws and Committee Charters

Trustee Miller presented an action item to the board to consider the contemporaneous approval of revised versions the:

- Bylaws of the Board of Trustees of the Winston-Salem State University,
- Charters for the:
 - Executive Committee;
 - Academic and Student Experience Committee;
 - Finance, Administration, and Stewardship Committee;
 - External Relations Committee;
 - Committee on Trustees and Governance;
 - Audit and Grievance Committee, and the
 - Audit and Grievance Committee Operating Procedures.

Trustee Cullinan raised a question regarding the division of responsibilities regarding personnel matters related to faculty, and Trustee Johnson asked for clarification related to the duties of the Audit and Grievance Committee. At the conclusion of discussion, an amended motion was presented to approve the proposed versions pending the inclusion of the clarifications raised by Trustee Cullinan. The amended motion was seconded and approved unanimously.

V. Informational Item | Committee Appointments

Trustee Miller highlighted the new committee appointments that align with the revised committee structure.

VI. Adjournment

A motion to adjourn was made and seconded. The meeting was adjourned.

Draft Until Approved



WSSU

Board of Trustees Agenda Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	In accordance with Policy 602 of the UNC System code and Section IV of the WSSU Faculty Handbook outline the process for applying, evaluating, and awarding promotion and tenure.
Situation:	<p>Administration has conducted this process for the 2024-2025 year and is submitting 6 names for the Board's consideration and approval.</p> <p>Executive summaries of each candidate's qualifications have been included in the supporting material attachments. Requests for full promotion and tenure application packets can be to the provost prior to the date of the committee meeting scheduled for March 13, 2025.</p>
Impact/Benefit:	<p>WSSU benefits from these productive faculty members being rewarded for their past efforts. We expect that they will keep their productivity consistent with their professorial rank. Tenure and promotion helps us retain top talent, improving the quality of education, research, and service at WSSU.</p> <p>Promotion to associate professor comes with a \$3000 raise, while full professor comes with a \$4000 raise.</p>
Requested Action:	<p>In accordance with 602 NS Section IV, the following names are recommended by the Provost and Chancellor for promotion to the following rank:</p> <p>Melissa Robin Bowman Foster (Promotion to) Full Professor Mueni Muiu (Promotion to) Full Professor Nathan Savage (Promotion to) Associate Professor and Tenure Rennae Stowe (Promotion to) Full Professor Dawn Tafari (Promotion to) Full Professor Gregory Taylor (Promotion to) Full Professor</p> <p>It is requested that the Board of Trustees approve the promotion and tenure recommendations noted above.</p>



WSSU

Attachments:

Promotion and Tenure Application Executive Summaries for:

- Melissa Robin Bowman Foster
- Mueni Muiu
- Nathan Savage
- Rennae Stowe
- Dawn Tafari
- Gregory Taylor

WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA

APPLICATION FOR PROMOTION/TENURE OR REAPPOINTMENT

Date 8/31/2024

Name Foster Melissa Robin Bowman
Last First Middle

Department Healthcare Management School or College School of Health Sciences

Date of initial appointment to faculty July 2016 Rank Visiting Professor
At time of initial appointment

Current Rank Associate Professor

Area or Field of Specialization Healthcare Management/HIT/Radiology/Imaging/Phlebotomy/Emergency
Care/Infectious Disease Control/Competency-Based Education

Highest Degree Earned Doctorate of Health Administration

Is faculty member working towards an advanced degree? N/A

Degree _____ Institution _____

Indicate Type of Action: (select all that apply)

Reappointment:
Conferral of Tenure:
Promotion:

Effective Date of Action: _____

Contract Period: Administrative Appointment: 9 mo. 12 mo.
Faculty Appointment: 9 mo. 12 mo.

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA**

PERSONNEL DATA FORM FOR PROMOTION AND/OR TENURE APPLICATION

Name	Foster	Melissa	R B
	Last	First	Middle Initial

1. Educational Background: (Indicate degree, date earned and institution, field of specialization, note additional study & training).

Bachelor of Science in Radiologic Science - 2005 - UNC Chapel Hill
 Masters in Health Administration - 2007 - University of Phoenix
 Doctorate in Health Administration - 2013 - University of Phoenix

2. Teaching and other professional experience: (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date).

UNC Healthcare - 2003 - 2005 - CT technologists
 Novant Health - 2005 - 2009 - Radiology Technologists (CT primary), student preceptor
 ECPI University - 2010 - 2016 - health sciences professor
 WSSU - 2016 - 2017 - Visiting Professor
 2017 - 2021 - Assistant Professor, Graduate Program Coordinator
 2021 - present - Associate Professor, Graduate Program Coordinator

3. Scholarly & Creative Activity

<u>Type</u>	<u>Number</u>
Book	_____
Edited Book	_____
Chapter	2
Referred Journal Article	3
Other Journal Article	_____
Juried Performance/Show	13
Non-juried Performance Show	_____
Other	_____

4. Membership in professional organizations (list and include dates):

American Registry of Radiologic Technologists (ARRT) - 2005 - present
 American Society of Radiologic Technologists (ASRT) - 2005 - present
 National Healthcareer Association (NHA) - 2014 - present
 American Medical Technologists Association (AMT) - 2015 - present

5. Professional service on campus (list and include dates).

SOHS Awards & Pinning Committee - (August 2016 - January 2021)
 Virtual Hospital Committee - (August 2016 - present)
 CITI Advisory Board - (Spring 2017 - present)
 Faculty Senate - Fall 2018 - present (Parliamentarian Fall 2019 - Spring 2023)
 Graduate Council - Fall 2017 - present (Secretary beginning Fall 2024)
 SOHS Steering Committee - (Fall 2023 - present)
 SOHS Marketing Committee (Spring 2024 - present)
 IPE Committee (Fall 2021 - present)
 Cancer Awareness Committee (Spring 2023 - present)

6. Professional service off campus (list and include dates).

Salvation Army, 2015 - present
 NORT (2013 - present)
 ARRT (2005 - present)
 ASRT (2005 - present)
 Toys - 4 - Tots (2007 - present)
 AHS CPR Instructor - Children's Home Society and Forsyth Family Services (2010 - present)
 Humane Society 2001 - present

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA
RECOMMENDATION FORM FOR PROMOTION AND/OR TENURE ONLY**

Name of Faculty Member

Last Name First Name Middle Initial

Department _____ School or College _____

Current Rank _____ Other Titles _____

Proposed Rank _____

Proposed Tenure Action _____ Yes _____ No _____ Not Applicable

Action by Senior Faculty on Promotion: ___# Voting Yes ___# Voting No ___# Abstaining ___# Absent

Action by Senior Faculty on Tenure: ___# Voting Yes ___# Voting No ___# Abstaining ___# Absent

Department Chair's Appraisal and Recommendations:

Signature _____ Date _____
Department Chairperson

Dean's Appraisal and Recommendations:

Signature _____ Date _____
Dean

Action by Personnel Committee on Promotion: ___# Voting Yes ___# Voting No ___# Abstaining ___# Absent

Action by Personnel Committee on Tenure: ___# Voting Yes ___# Voting No ___# Abstaining ___# Absent

Faculty Personnel Committee's Comments and Recommendations:

Signature _____ Date _____
Chairperson of Personnel Committee

Provost and Vice Chancellor for Academic Affairs Comments and Recommendations:

Signature _____ Date _____
Provost and Vice Chancellor for Academic Affairs

Action of Chancellor:

Signature _____ Date _____
Chancellor

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA**

RECOMMENDATION FORM FOR REAPPOINTMENT AT CURRENT RANK ONLY

Instructions: Faculty member should complete pages 1 and 4 of this application form and should attach a current curriculum vitae. Application should be submitted to the departmental chair by the deadline established by the university (around September 26th of each fall term).

Name of Faculty Member

Last Name First Name Middle Initial

Department _____ School or College _____

Current Rank _____ Other Titles _____

Date of initial appointment to faculty _____ Rank _____
At time of initial appointment

Action by Senior Faculty on Reappointment: ____ # Voting Yes ____ # Voting No ____ # Abstaining ____ # Absent

Reappoint at end of current contract ____ Yes ____ No

If yes, indicate term and dates of contract _____

Signature _____ Date _____
Department Chairperson

Dean's Appraisal and Recommendations:

Signature _____ Date _____
Dean

WINSTON-SALEM STATE UNIVERSITY
Application for Promotion to Full Professor

Date: 2024-09-09

Name: Muiu, Mueni W

Department

School or College

Date of initial appointment to faculty August 12, 2004

Rank

Current Rank

Area of Field of Specialization Piano

Highest Degree Earned No

Degrees MS

Institution The University Of Georgia

Indicate Type of Action: (select all that apply)

Reappointment:

Conferral of Tenure:

Promotion:

Effective Date of Action:

PERSONNEL DATA FORM FOR PROMOTION AND/OR TENURE APPLICATION

Name: Name: Muiu, Mueni W

1. Educational Background: (Indicate degree, date earned and institution, field of specialization, note additional study & training).

MS, Piano. The University Of Georgia.

PHD, Comparative Politics, International Relations, Political Theory, African Politics, American, International political economy, security studies. Howard University, 2003.

PHD, Philosophy. Howard University, 2003.

PHD, Political Science. Howard University, 2003.

MA, African & African Amer Studies. Howard University, 1991.

MA in African Studies, African Development, Politics, Gender, Political Economy, gender, Africa. Howard University, 1991.

BA, Political Science. Univ Of The District Of Columb, 1988.

BA Political Science, Political Science, Politics. University of the District of Columbia, 1988.

2. Teaching and other professional experience: (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date).

Associate Professor, Winston Salem State University. (August 2004 - Present).

3. Scholarly & Creative Activity

Not Funded: Muiu, M. W. (Principal), "Toleration and Free Speech: "The Atkins Scholar in Civic Engagement", " Sponsored by Charles G. Koch Foundation, Private, \$273,822.00. (February 14, 2020 - Present).

"Claude Ake: Beyond Representative Democracy" (Planning). (January 1, 2024 - December 15, 2025).
An original study based on the intellectual biography of Claude Ake who died in a plane crash in 1996 (Book manuscript). The project examines his diverse works' themes that shaped his political thought. It also dissects the key authors and events that influenced his early life as well as the development of his political thought.

4. Membership in professional organizations (list and include dates):

Executive Committee Member Scholarship & Publications, African Studies & Research Forum. (May 2017 - Present).

Member, Council for Development and Social Research in Africa. (June 2006 - Present).

5. Professional service on campus (list and include dates).

6. Professional service off campus (list and include dates).

WINSTON-SALEM STATE UNIVERSITY

Application for Promotion/Tenure or Reappointment

Date: 2024-09-04

Name: Savage, Nathan James

Department: Physical Therapy

School or College: Health Sciences

Date of initial appointment to faculty: July 12, 2021

Rank: Assistant Professor

Current Rank: Assistant Professor

Area of Field of Specialization: Physical Therapy

Highest Degree Earned PhD

Degrees PhD

Institution University of Utah, Salt Lake City

Indicate Type of Action: (select all that apply)

Reappointment:

Conferral of Tenure: X

Promotion: X

Effective Date of Action:

PERSONNEL DATA FORM FOR PROMOTION AND/OR TENURE APPLICATION

Name: Name: Savage, Nathan James

1. Educational Background: (Indicate degree, date earned and institution, field of specialization, note additional study & training).

PHD, Rehabilitation Science. University of Utah, 2013.

DPT, Doctor of Physical Therapy. University of Kansas, 2009.

MS, Physical Therapy. University of Rhode Island, 2000.

BS, Exercise Physiology. University of Utah, 1997.

2. Teaching and other professional experience: (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date).

Assistant Professor, Winston-Salem State University. (July 12, 2021 - Present).

3. Scholarly & Creative Activity

Savage NJ, McKell JS. Median nerve cross-sectional area and carpal tunnel syndrome in specific populations: sonographic analysis of patients with type 2 diabetes or bifid anatomy. *Journal of Ultrasound in Medicine*, 2024; 43:1683-1694.

Savage NJ, McKell JS. Sonographic measurement of median nerve cross-sectional area to determine severity of carpal tunnel syndrome: a cautionary tale. *Journal of Ultrasound in Medicine*, 2024; 43:1645-1659.

Savage NJ, Hodges N, Condo M. The status of ultrasound imaging education in Doctor of Physical Therapy program curricula: results of a national survey. *Bulletin of Faculty of Physical Therapy*, 2024; 29(18):1-9.

Savage NJ, McKell JS. "Mild", "Moderate", or "Severe" carpal tunnel syndrome? Depends on who you ask: analysis of existing classification systems in 665 hands. *Journal of Musculoskeletal & Neuronal Interactions*, 2024; 24(2):216-227.

Savage NJ, Bell-Linneaar KT, Heston DJ, Smith PG, Sparks KN, Ward LC. Ultrasonographic evaluation of medial meniscal extrusion during common orthopedic physical therapy examination procedures. *Journal of Orthopaedic & Sports Physical Therapy Open*, 2024; 2(2):134-140.

Savage NJ, Bell-Linneaar KT, Heston DJ, Smith PG, Sparks KN, Ward LC. Accuracy of medial tibiofemoral joint space palpation among second-year Doctor of Physical Therapy students using ultrasound verification: an observational study. *International Journal of Physiotherapy*, 2023; 10(2):47-53.

Savage NJ, Heston DJ. Clinical examination and electrodiagnostic testing in a rare case of long thoracic nerve palsy following surgeries related to an emergency appendectomy: a case report. *Journal of Orthopaedic & Sport Physical Therapy Cases*, 2023; 3(1):53-58.

Savage NJ. Course-specific video-based laboratory manual for training Doctor of Physical Therapy students in orthopedic clinical examination and intervention skills: perceptions and preliminary results. *Medical Science Educator*, 2022; doi.org/10.1007/s40670-022-01687-7.

Savage NJ, Didericksen M, Fonnesbeck B. Effects of low-carbohydrate diet in individuals medicated for type 2 diabetes on long-term glycemic control and medication usage in context of workplace-sponsored wellness program. *Journal of Diabetes in Clinical Practice*, 2021; 4(2).

Savage NJ, Albano J. Marrying tendon and nerve gliding exercises with hydrodissection following injection for carpal tunnel syndrome – a new treatment approach? *Journal of Orthopedic Case Reports*, 2020; 10(9):38-46.

- Savage NJ, Bell-Linlinear KT, Heston DJ, Smith PG, Sparks KN, Ward LC. Accuracy of medial tibiofemoral joint space palpation among second-year DPT students using ultrasound verification: an observational study. *Journal of Ultrasound in Medicine*, 2024; 43(S1):S66.
- Savage NJ, Bell-Linlinear KT, Heston DJ, Smith PG, Sparks KN, Ward LC. Ultrasonographic evaluation of medial meniscal extrusion during common orthopedic physical therapy examination procedures. *Journal of Ultrasound in Medicine*, 2024; 43(S1):S173-74.
- Savage NJ. Relationship between electrodiagnostic and sonographic classifications of median neuropathy in patients with suspected CTS. *THE PROCEEDINGS: 35th Annual Electroneuromyography Symposium*, 2024; 196.
- Savage NJ, Hodges N, Condo M. The status of ultrasound imaging education in DPT program curricula: results of a national survey. *Journal of Physical Therapy Education*, 2024; 38(3S):39532.
- Rawat M, Kostopoulos D, Savage NJ. Neuromuscular ultrasound: should it be added to electrodiagnostic laboratories? *THE PROCEEDINGS: 31st Annual Electroneuromyography Symposium*, 2021; 258.
- Savage NJ, Albano J. Clinical and neurophysiologic impact of ultrasound-guided carpal tunnel injections in a patient with electrodiagnostically-confirmed bilateral carpal tunnel syndrome: a triple-blind case study. *THE PROCEEDINGS: 30th Annual Electroneuromyography Symposium*, 2019; 144.
- Savage NJ, Fritz JM, Thackery A. Relationship between history and physical examination findings and the outcome of electrodiagnostic testing in patients with sciatica referred to physical therapy. *THE PROCEEDINGS: 28th Annual Electroneuromyography Symposium*, 2017; 31.
- Savage NJ, Fritz JM, Kircher JC, Thackeray A. Prognostic value of electrodiagnostic testing in patients with suspected lumbosacral radiculopathy receiving physical therapy. *THE PROCEEDINGS: 24th Annual Electroneuromyography Symposium*, 2013; 15.
- Savage NJ, George K, Gibson E, Taylor K. Sonographic evaluation of lumbar segmental motion following common joint mobilization techniques. *APTA NC 2024 Annual Conference, High Point University, North Carolina, October 11, 2024 (Poster Presentation)*.
- Savage NJ. Why fly blind? Ultrasound-guided needling interventions in the upper extremity. *APTA NC 2024 Annual Conference, High Point University, North Carolina, October 12, 2024 (Education Session)*.
- Rice D, Purdom TM, Savage NJ, Wendt C, Jones B. Prevalence of LEA and relative energy availability syndrome (REDS) in D1 collegiate volleyball athletes. *2024 Southeast Chapter – American College of Sports Medicine Annual Meeting, Greenville, South Carolina, February 22–24, 2024 (Poster Presentation)*.
- Savage NJ, Bell-Linlinear KT, Heston DJ, Smith PG, Sparks KN, Ward LC. Accuracy of medial tibiofemoral joint space palpation among second-year DPT students using ultrasound verification: an observational study. *APTA Combined Sections Meeting, Boston, Massachusetts, February 16, 2024 (Poster Presentation)*.
- Savage NJ. Ultrasound imaging in contemporary orthopedic physical therapy practice. *APTA NC 2023 Annual Conference, Elon, North Carolina, October 14, 2023 (Education Session)*.
- Savage NJ, Bell-Linlinear KT, Heston DJ, Smith PG, Sparks KN, Ward LC. Ultrasonographic evaluation of medial meniscal extrusion during common orthopedic physical therapy examination procedures. *APTA NC 2023 Annual Conference, Elon, North Carolina, October 14, 2023 (Platform Presentation)*.
- Savage NJ, Bell-Linlinear KT, Heston DJ, Smith PG, Sparks KN, Ward LC. Accuracy of medial tibiofemoral joint space palpation among second-year Doctor of Physical Therapy students using ultrasound verification: an observational study. *APTA NC 2023 Annual Conference, Elon, North Carolina, October 13, 2023 (Poster Presentation)*.

- Savage NJ. Course-specific video-based laboratory manual for training Doctor of Physical Therapy students in orthopedic clinical examination and intervention skills: perceptions and preliminary results. WSSU Faculty Festival 2023, Center for Innovative and Transformative Instruction, Winston-Salem State University, Winston-Salem, North Carolina, May 15, 2023 (Platform Presentation).
- Savage NJ, Barnes K, Barret P, Dobbins A. Training entry-level Doctor of Physical Therapy students in ultrasound imaging: in-person vs virtual approaches (IRB-FY2025-5) (Data collection phase).
- Savage NJ, Carboni J, Holder O, Langley CA. Frailty and medical management of orthopedic patients: All of Us database. (IRB-FY2024-61) (Data collection phase).
- Steiner B, Beneck G, Dauber J, Umlauf J, Krimmel M, Savage NJ, et al. The American Physical Therapy Association's Academy of Orthopaedic Physical Therapy and Imaging Special Interest Group – Physical Therapist-Administered Ultrasound Imaging: A Review of History, Current Realities, Use, and Institutional Support (Manuscript under review).
- Savage NJ, McKell JS. Agree to disagree: analysis of hands with divergent electrodiagnostic- and ultrasound imaging-based diagnoses of carpal tunnel syndrome (IRB-FY2023-3) (Manuscript under review).
- Savage NJ, Purdom TM, Wendt C. Sonographic findings and body composition analysis in division I female volleyball athletes: a novel pilot study (IRB-2023-79) (Manuscript under review).
- Savage NJ, George K, Gibson E, Taylor K. Evaluation of segmental lumbar spinal motion and neurophysiologic responses following common spinal mobilization techniques using ultrasound imaging and tibial H-reflexes (IRB-2024-7) (Manuscript development phase.).
- Savage NJ, Steiner B, Nitz A, Nielsen R, Rawat M. Electrodiagnostic testing and ultrasound imaging: powerful point-of-care tools for the primary care physical therapist (Manuscript development phase.).
- PI: Savage NJ, Foxworth J. Sonographic evaluation of lumbar segmental motion following spinal mobilizations in patients with low back pain: a mechanistic study. Orthopaedic Physical Therapy Research Grant (\$50,000), Foundation for Physical Therapy Research (July 2024).
- PI: Savage NJ, Foxworth J. Sonographic evaluation of lumbar segmental motion following spinal mobilizations in patients with low back pain: a mechanistic study. Letter of Intent, Paris Patla Manual Therapy Research Grant (\$200,000), Foundation for Physical Therapy Research, April 2024 (not selected).
- PI: Savage NJ, Foxworth J. Evaluation of lumbar spinal kinematics following joint mobilization. Force-Based Manipulation (ForceNET) Pilot Award (\$50,000), NCCIH grant #U24AT011969, May 2023 (not selected).
- PI: Savage NJ, Bell-Linnea KT, Heston DJ, Smith PG, Sparks KN, Ward LC. Ultrasonographic evaluation of medial meniscal extrusion during common orthopedic physical therapy examination procedures. Future Healthcare Legends Award (\$2,500), Northwest Area Health Education Center, Wake Forest University of Medicine (October 2022).
- PI: Savage NJ, Didericksen M, Fannesbeck B. Effects of low-carbohydrate diet in individuals medicated for type 2 diabetes on long-term glycemic control and medication usage in context of workplace-sponsored wellness program. Ideal Protein®, Gatineau, Quebec. Provided stipend and dietary meal replacements/supplements for study (\$30,240) (May 2017 – January 2019).
- Research Publication Grant. Professional Development Committee, Winston-Salem State University. \$300 (February 2024).
- Research Publication Grant. Professional Development Committee, Winston-Salem State University. \$500 (January 2024),
- Research Grant. Professional Development Committee, Winston-Salem State University. \$700 (May 2023).
- Research Start-Up Funds. Winston-Salem State University. \$3,000 (2022 – 2023).

Research Start-Up Funds. Winston-Salem State University. \$3,000 (2021 – 2022).

4. Membership in professional organizations (list and include dates):

Imaging Special Interest Group, Academy of Orthopaedic Physical Therapy. (January 18, 2022 - Present).

North Carolina Physical Therapy Association. (January 18, 2022 - Present).

American Institute of Ultrasound in Medicine. (July 1, 2018 - Present).

Academy of Orthopaedic Physical Therapy. (May 21, 1997 - Present).

American Physical Therapy Association. (May 21, 1997 - Present).

5. Professional service on campus (list and include dates).

Panelist, New Faculty Orientation, “What I Wish I Knew in the First Year”, Winston-Salem State University, Hill Hall (August 2024).

Senator, Faculty Senate, Winston-Salem State University (2023 – Present).

Vice Chair, Committee on Faculty Welfare & Salaries, Faculty Senate, Winston-Salem State University (2023 – Present).

Panelist, New Faculty Orientation, “Conversation with WSSU Assistant Professor Faculty Panel”, Winston-Salem State University, Donald J. Reeves Student Service Center (August 2022).

Member, Travel Subcommittee, Professional Development Committee, Winston-Salem State University (2021 – 2023).

Chair, Research Workgroup, School of Health Sciences Steering Committee, Winston-Salem State University (August 2024 – Present).

Faculty Representative, Host faculty and students visiting from Hubei University of Chinese Medicine, School of Health Sciences, Winston-Salem State University (July 2024).

Member, Research Advisory Committee, School of Health Sciences, Winston-Salem State University (2022 – Present).

Chair, Assessment Committee, Department of Physical Therapy, School of Health Sciences, Winston-Salem State University (2024 – Present).

Co-Chair, Wrap-Up Week Committee, Department of Physical Therapy, School of Health Sciences, Winston-Salem State University (2023).

Member, Scholarship and Awards Committee, Department of Physical Therapy, School of Health Sciences, Winston-Salem State University (2022 – Present).

Member, Orthopedic Residency Program Development Team, Department of Physical Therapy, School of Health Sciences, Winston-Salem State University (2021 – Present).

6. Professional service off campus (list and include dates).

Item Reviewer, Maintenance of Certification - Musculoskeletal Sonography (Physicians), American Registry for Diagnostic Medical Sonography (August 2024 – Present).

Manuscript Reviewer, Quantitative Imaging in Medicine and Surgery (July 2024 – Present).

Manuscript Reviewer, Journal of Musculoskeletal and Neuronal Interactions (February 2024 – Present).

Item Writer & Member, Specialization Academy for Content Experts, Clinical Electrophysiologic Specialty Council, American Board of Physical Therapy Specialties, American Physical Therapy Association, 2-year term (January 2024 – December 2025).

Manuscript Reviewer, Journal of Physical Therapy Education, Academy of Physical Therapy Education, American Physical Therapy Association (December 2023 – Present).

Abstract Reviewer, American Institute of Ultrasound in Medicine, UltaCon 2024 (October 2023).

Item Writer, Examination Development - Musculoskeletal Sonography (Physicians), American Registry for Diagnostic Medical Sonography (2023 – Present).

WINSTON-SALEM STATE UNIVERSITY
Application for Promotion to Full Professor

Date: 2024-09-13

Name: Stowe, Rennae

Department

School or College

Date of initial appointment to faculty August 1, 2018

Rank Associate Professor

Current Rank

Area of Field of Specialization Kinesiology

Highest Degree Earned Yes

Degrees EDD

Institution UNC-Greensboro

Indicate Type of Action: (select all that apply)

Reappointment:

Conferral of Tenure:

Promotion:

Effective Date of Action:

PERSONNEL DATA FORM FOR PROMOTION AND/OR TENURE APPLICATION

Name: Name: Stowe, Rennae

1. Educational Background: (Indicate degree, date earned and institution, field of specialization, note additional study & training).

EDD, Kinesiology. UNC-Greensboro, 2007.

MED, Physical Education, Sport Studies. The University Of Georgia, 2003.

BA, Exercise Science. UNC-Chapel Hill, 2001.

2. Teaching and other professional experience: (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date).

3. Scholarly & Creative Activity

Not Funded: Stowe, R. (Principal), Goodson, A. (Co-Principal), "MyMVP App: Monitoring Student-Athlete Holistic Mental Health and Well-Being," Sponsored by NCAA, \$25,000.00. (September 2018 - Present).

Currently Under Review: Zhang, J. (Principal), Stowe, R. (Co-Principal), Atay, M. (Co-Principal), "Targeted Infusion Project: Enhancing Undergraduate Computer Science Education Through Esports," Sponsored by NSF, Federal, \$400,000.00. (July 1, 2024 - June 30, 2027).

"NUTRITION-MATTERS: A Food is Medicine Intervention for African-American Adults with Multiple Chronic Conditions (American Heart Association)" (Planning). (November 2023 - Present).

Chronic diseases and their risk factors are more common and severe for African Americans (AAs) and other racial and ethnic minority groups. The CDC (2019) reports that non-Hispanic Blacks are 30% more likely to have high blood pressure and twice as likely as White adults to be diagnosed with diabetes and heart disease or suffer a stroke. In addition, middle-aged non-Hispanic Black adults have higher levels of chronic disease burden and develop multiple chronic conditions (MCCs) at an earlier age. Since chronic diseases share most of the same risk factors including poor diet, inherent potential exists for prevention.

Food is Medicine refers to a spectrum of services and health interventions that recognize and respond to the critical link between nutrition and chronic illness. By addressing nutritional needs within the context of health care, Food is Medicine interventions play an important role in preventing and/or managing many of the chronic conditions that drive health care costs.

Research shows that Food is Medicine is an important strategy to reduce the burden of chronic conditions. Thus, this project **proposes to pilot a 6-month Food is Medicine intervention to improve awareness, knowledge, and healthy lifestyle behaviors - primarily nutrition in a cohort of AA adults with MCCs.**

The project will (1) develop a culturally tailored 12-week Food is Medicine program focused on reducing MCC risk factors; and (3) partner with community organizations to serve as a support resource for participants' lifestyle changes.

The overall goals of this project are (1) to evaluate the effectiveness of the intervention and (2) to determine barriers and supportive factors that impact nutritional behavior changes.

This project will address the following specific aims:

Aim 1: Evaluate the effectiveness of chronic disease risk factors outcomes among AA middle-aged adults with MCCs participating in either a faith-based intervention group or a community-intervention comparison group.

o Hypothesis: Participants enrolled in the faith-based intervention will (1) improve health behaviors, including nutrition and physical activity (increase steps per day and fruit and vegetable intake) (primary outcome), (2) decrease cardiometabolic markers (HDL, LDL, Triglycerides, HbA1c, fasting blood glucose, BP, BMI) (secondary outcome) compared to participants enrolled into the community-intervention.

Aim 2: Evaluate the impact of various Food is Medicine intervention components in a cohort of AA adults with MCCs. At least 4 focus groups will be conducted that will include participants from a wide range of cases. Aim 2 will address the following research questions: The proposed project will address the following research questions: (1) What cultural factors impact nutritional behavioral changes in AAs; (2) What are the perceived barriers to healthy eating and accessing nutritious foods? (3) What cultural factors influence AA recruitment into research interventions?

The incidence of chronic diseases is particularly high among AAs but can be successfully reduced with nutritional lifestyle changes. Studies point to the need for comprehensive, culturally appropriate, and relevant interventions; the proposed project provides such an intervention. The proposed project will focus on health equity in that it will include nutrition education, interactive cooking demonstrations, and the provision of free or subsidized healthy food necessary for improved rates of behavior change and the formation of new habits. The project will help add to the body of knowledge related to improvements in healthy food consumption and outcomes in AA adults. In addition, this project will help determine the influence of Food as Medicine approaches on managing MCCs and improving preventive health care for the population most at risk for debilitating effects of chronic disease.

"Perception of Sport Management faculty and administrators on accreditation at HBCUs and PWIs" (On-Going). (December 2021 - Present).

There has been a trend of increased specialization in accreditation across many academic disciplines the past few decades (CHEA, 2012).

According to Fielding et al., (1991, p. 4), "accreditation by a nationally recognized agency made up of professional educators within a particular field is the highest level assessment. It implies that the professional membership of a field, such as sport management, is willing to accept the responsibility for ensuring educational quality and is willing to be held accountable for the quality of its collective graduates."

"Program accreditation ensures that students will gain the knowledge and skills needed to flourish in a career that is based on the best practices of the industry" (Laird et al., 2015, p. 27).

The Commission on Sport Management Accreditation (COSMA) is the accrediting body for Sport Management programs. Like many other accreditation bodies, the COSMA accreditation process focuses on a mission-based and outcomes-driven process (COSMA, 2016).

Multiple researchers have reported the perceived benefits of and motivations for seeking specialized accreditation (Prather, 2006; Roller et al., 2003; Tullis & Camey, 2007). Some of those found were: increased program attractiveness when recruiting (Prather, 2006), accountability for program improvement, marketing advantages, and recognition as a superior institution, among others (Roller et al. 2003). Conversely, others have reported decisions not to seek specialized accreditation. Some of those studies found that "disagreements based on required curriculum coverage...competing and overlapping accreditation programs, evidence of success from other sources (placement rates, etc.), and lack of demand from the marketplace (Williams & Colles, 2009, p. 29)" were important factors in decisions to not apply for accreditation. Another barrier for many institutions is the cost of pursuing accreditation (Tullis & Camey, 2007). This is a very common issue for HBCUs considering many are struggling financially (Morris, 2016).

Sport management programs have continued to increase in popularity over the past few decades (Pitts, 2001; Yiamouyiannis et al., 2013), with currently 525 schools in the US that offer an undergraduate degree in sports and 372 with graduate degrees (Degrees in Sports, 2020). There are 54 programs currently accredited by the Commission on Sport Management Accreditation (COSMA, 2020), with no HBCU programs accredited and only one HBCU member thus far.

There is a dearth of research related to specialized accreditation at HBCUs in general and none specifically for Sport Management accreditation. Therefore, this study aims to fill the void of research on perception of Sport Management program accreditation by faculty and administrators at HBCUs, and compare it to PWIs.

"Mindfulness Based Psychoeducation Course to Address Mental Wellness in HBCU College Students" (On-Going). (August 2021 - Present).

Racial and ethnic minorities are more likely to experience chronic and severe mental health symptoms (SAMHSA, 2020). African Americans (AA) experience disproportionate rates of morbidity and mortality due to stress-related illnesses compared to White Americans (Brown et al., 2020; Gelaye et al., 2020). Black college students have utilized mental health services at a lower rate and yet experienced the effects of mental illness at a higher rate when compared to their white peers (Masuda et al., 2012). Black college students can experience emotional distress as any other group but are less likely to utilize mental

health services (Williams, 2014). Historical issues related to help seeking attitudes, mental health stigma, cultural mistrust of mental health providers and self-concealment prove to be barriers to the usage of counseling related services. Black college students are at high risk for developing a depressive episode in part due to the impact of racism, stress and sleep deprivation in addition to a lack of academic and/or social support (Stansbury et al., 2011). College students who suffer from unmet mental health needs are at a significantly higher risk of lower graduation rates along with higher rates of unemployment, homelessness and other comorbidities (Williams, 2014).

African Americans have been disproportionately affected by the COVID-19 pandemic in the US. Since the start of COVID-19, psychological distress among college students have increased. Due to the COVID-19 pandemic, evidence suggests that there has been an increase in levels of stress, anxiety and depression among the general US population, and college students specifically (Ren et al., 2021; Son et al., 2020; Wong et al., 2020). In a study of 195 college students, 71% indicated increased stress and anxiety, 86% experienced disruptions to sleeping patterns, and some indicated adopting negative coping mechanisms due to the COVID-19 outbreak (Son et al., 2020). In a study by Soria and colleagues (2020), when asked about feelings of nervousness or feeling on edge, 40% of Black college students met diagnostic criteria for anxiety. Respectively, when asked about symptoms of depression such as feelings of hopelessness or loss of interest, 40% of Black college student respondents met criteria for Major Depression (Soria et al., 2020). There is evidence to indicate that current mental health treatment modalities are not adequate for ethnic minorities (Biggers et al., 2020; Woods-Giscombe et al., 2019). Numerous research studies have identified the many health benefits of Mindfulness-Based Practices as it relates to perceived stress and stress management, improved quality of life, depressive symptoms, reduced anxiety, psychological well-being, sleep quality, exercise frequency, eating behaviors, among other things. Mindfulness-based practices offer a means to address disparities among racial/ethnic minorities.

Despite the significant increase in mindfulness-based intervention research, there is a dearth of studies focused on the effectiveness of mindfulness-based practices among the African American population, and even less examining emerging adult college students.

"Effectiveness of a Fatigue Mgmt App" (On-Going). (May 1, 2020 - Present).

This study will be a descriptive research study which will examine the effectiveness of a fatigue management app. Participants will be asked to participate in a 10 min orientation on how to provide details of the app. During the study, participants will be asked to send at least 2 (subjects will be encouraged to send as many as they want) 15 seconds videos each week for six weeks.

4. Membership in professional organizations (list and include dates):

North American Society for the Sociology of Sport. (August 2019 - Present).

North American Society for Sport Management. (January 2019 - Present).

Commission on Sport Management Accreditation. (2017 - Present).

Association for Applied Sport Psychology. (2016 - Present).

Phi Epsilon Kappa Fraternity. (2012 - Present).

VP, President Elect, President, North Carolina Alliance for Health, Physical Education, Recreation, Dance, and Sport Management. (2010 - Present).

North Carolina Athletic Trainers Association. (2005 - Present).

National Athletic Trainers Association. (2000 - Present).

5. Professional service on campus (list and include dates).

Editor, Journal Editor, NCAAPERD-SM, Winston-Salem, North Carolina. (January 2019 - Present).

6. Professional service off campus (list and include dates).

Editor, Journal Editor, NCAAPERD-SM, Winston-Salem, North Carolina. (January 2019 - Present).

WINSTON-SALEM STATE UNIVERSITY
Application for Promotion to Full Professor

Date: 2024-09-03

Name: Tafari, Dawn N

Department Education

School or College CASBE

Date of initial appointment to faculty August 1, 2013

Rank Clinical Faculty

Current Rank Associate Professor

Area of Field of Specialization Educational Studies

Highest Degree Earned Yes

Degrees PHD

Institution UNC-Greensboro

Indicate Type of Action: (select all that apply)

Reappointment:

Conferral of Tenure:

Promotion: X

Effective Date of Action: 9/5/2024

PERSONNEL DATA FORM FOR PROMOTION AND/OR TENURE APPLICATION

Name: Name: Tafari, Dawn N

1. Educational Background: (Indicate degree, date earned and institution, field of specialization, note additional study & training).

Certificate in Effective College Instruction, Association of College and University Educators (ACUE) and American Council on Education (ACE), 2022

PHD, Educational Studies, Cultural Studies. UNC-Greensboro, 2013.

Post Baccalaureate Certificate, Women's & Gender Studies, African-American Boys & Schooling. UNC-Greensboro, 2010.

Master of Arts in Teaching, Elementary Education. Johns Hopkins University, 2003.

2. Teaching and other professional experience: (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date).

Associate Professor, Elementary Education, Winston-Salem State University. (August 2020 - Present).

Program Coordinator, Elementary Education, Winston-Salem State University. (August 2022 - Present).

Interim Program Coordinator, Birth through Kindergarten Education, Winston-Salem State University. (January 2017 – May 2022).

Assistant Professor, Elementary Education, Winston-Salem State University. (August 2017 - July 2020).

Clinical Faculty, Elementary Education, Winston-Salem State University. (August 2013 - July 2017).

3. Scholarly & Creative Activity

Funded: Zubov, L. R. (Principal), Tafari, D. H. (Co-Principal), "Future Teachers of North Carolina," Sponsored by NC Department of Public Instruction, State, \$13,360.00. (March 1, 2022 - October 2022).

Funded: Zhang, J. (Supporting), Dance-Barnes, S. (Principal), Brown, K. (Co-Principal), Markert, C. (Co-Principal), Guy, B. (Co-Principal), Tafari, D. (Co-Principal), "Life STEM: Promoting STEM Career Awareness, Engagement, and Identity, via a Culturally Relevant and Technology-Infused STEM-Based Curriculum," Sponsored by NSF, Federal, \$400,000.00. (April 1, 2019 - March 31, 2022).

Funded: Markert, C. D. (Co-Principal), Dance, S. T. (Principal), Guy, B. S. (Co-Principal), Brown, K. J. (Co-Principal), Tafari, D. N. (Co-Principal), "Exploratory: Life STEM: Promoting STEM Career Awareness, Engagement, and Identity, via a Culturally Relevant and Technology-Infused STEM-Based Curriculum," Sponsored by NSF, Federal, \$400,000.00. (2019 - 2021).

Tafari, D. N., Refining the Mind Virtual Women's Conference 2021, "Faith without Works is Dead: Service & Activism as Tools in My Healing HandBag." (September 19, 2021).

Tafari, D. N., "edTPA & You: Let's Talk Task 2," Winston-Salem State University Department of Education, Winston-Salem, NC. (September 18, 2021).

Tafari, D. N., "Becoming Culturally Responsive: An Exercise in Understanding & Appreciating Cultural Diversity," Wake Forest University Genetic Counseling Program, Winston-Salem, NC. (September 13, 2021).

Tafari, D. N., "Becoming Culturally Responsive: Inclusive Mentoring Training," Wake Forest School of Medicine, Winston-Salem, NC. (June 11, 2021).

- Tafari, D. N., "Becoming Culturally Responsive: REU Site Inclusive Mentoring Training," Wake Forest University School of Medicine, Winston-Salem, NC. (May 25, 2021).
- Tafari, D. N., Leadership Live with Dr. Renita and Friends, "The Important of a Powerful Village," Instagram Live. (May 24, 2021).
- Tafari, D. N. (Presenter & Author), ITEST Teacher PD, "STEM 4 EVERYONE: Teacher Professional Development," Innovative Technology Experiences for Students and Teachers (ITEST) Initiative funded by the National Science Foundation (NSF), Winston-Salem, NC. (April 1, 2021).
- Tafari, D. N., EDUC 732: Critical Race Methodologies for Qualitative Research, "Becoming a Critical Race Scholar," University of Michigan, University of Michigan, MI. (March 3, 2021).
- Tafari, D. N., "Becoming a Critical Race Scholar," University of Michigan, Michigan. (March 3, 2021).
- Tafari, D. N., "Mo Students Matter: Creating Culturally Responsive Learning Experiences for Students of Color," Missouri State University Diversity, Equity, and Inclusion Council, MO, Missouri. (November 30, 2020).
- Tafari, D. N., "Healing through Social Unrest, Police Brutality, and the Presidential Election," Four Heads Talk Show, Ram TV, Winston-Salem State University, Instagram. (November 11, 2020).
- Tafari, D. N., "Push Out: the Criminalization of Black Girls in Schools," The Office of Student Research, Winston-Salem State University, Winston-Salem, NC. (October 23, 2020).
- Tafari, D. N., "Life Lessons for Lions" series, "Walk Like A Lion: an Exercise in Turning Pride into Purpose," Leo Catholic High School, Chicago, IL. (May 14, 2020).
- Tafari, D. N., The Alpha Kappa Alpha Sorority, Inc. Sigma Kappa Omega Chapter Women's Wellness Summit, "Love.Eat.Build: Empowered Wellness for Our Minds, Bodies, and Spirits," The Sigma Kappa Omega Chapter, Alpha Kappa Alpha Sorority, Inc., Greensboro, NC. (October 12, 2019).
- Tafari, D. N., Whitt-Glover, M., Williams, T., The Summit on Project Pipeline Repair: Restoring Minority Male Participation and Persistence in Educator Preparation Programs, "Determining Best Practices and a Commitment to Action," Southern University and A&M College, Baton Rouge, LA. (October 5, 2019).
- Tafari, D. N., Whitt-Glover, M., Williams, T., The Summit on Project Pipeline Repair: Restoring Minority Male Participation and Persistence in Educator Preparation Programs, "Determining Best Practices (Sessions 1 & 2)," Southern University and A&M College, Baton Rouge, LA. (October 4, 2019).
- Guy, B. S., Zhang, J., Dance-Barnes, S., Tafari, D. N., Brown, K. J., Markert, C. D. (in press). *Digitizing the Draw-A-Scientist Test*.
- Tafari, D. N., Sutton, M. E., Martin, G., Pemberton, K. D., Lynn, Z. R. *Reforming Rites of Passage Activities among Traditional Black Greek-letter Organizations*.
- Tafari, D. N. *Sisters of the Boogie: An Exploration of the Hip-Hop Feminist Epistemology of a Project Girl Turned Professor*.
- Guy, B. S., Tafari, D. N., Markert, C. D., Brown, K. J., Dance-Barnes, S., Zhang, J. *NSF-ITEST Project Final/Outcome Report*.
- Tafari, D. N., Guy, B. S., Dance-Barnes, S., Brown, K. J., Markert, C. D., Zhang, J. (2022). *Reimagining University-School District Grant Relationships: Revolutionizing Culturally Responsive Practice by Practicing What We Preach*. Center for the Education and Equity of African American Students (CEEAAAS) 5th Annual Equity in Education Conference.
- Tafari, D. N., Wilson, J. (2021). *Black Male Teachers*.
- Tafari, D. N., Cook, D. A., Williams, T. M. (2021). *Critical Race Theory in Teacher Education*.

Tafari, D. N., Simpkins, L., Ricks, S. A. (2020). *bell hooks*.

Tafari, D. N., Newton, V. A. (2020). In Edited by Shirley R. Steinberg & Barry Down. (Ed.), *They Laugh 'Cause They Assume I'm in Prison": Hip-Hop Feminism as Critical Pedagogy*. Sage Publications, Ltd..

Tafari, D. N., Jackson, K. K., Jackson, H. (2019). *We Belong in the Discussion: Including HBCUs in Conversations about Race and Writing*.

Tafari, D. N., Tafari, N. (2019). In M. Billye Sankofa Waters, Venus E. Evans-Winters, and Bettina L. Love (Ed.), *Care for Me! Care for Me!": One Black Girl's Road to Acknowledging the Ex-Factor*.

Tafari, D. N. H., Simpkins, L. (2019). Introduction to The Special Issue - Breaking The Silence: Telling Our Stories As An Act of Resistance.

Tafari, D. N., Simpkins, L. (2019). On Being An Academic Side Chick: Tales Of Two Adjunct Faculty In The Academy That Trained Them.

4. Membership in professional organizations (list and include dates):

American Education Research Association. (April 2016 - Present).

Executive Council Member; Parliamentarian, American Educational Studies Association. (November 2010 - Present).

Hospitality Chair, Critical Race Studies in Education Association. (January 2017 - May 2022).

Immediate Past President, Distinguished, Intellectual, Virtuous, Academic Sistas (2010-Present).

5. Professional service on campus (list and include dates).

Service on University-wide committees:

- 2023-Present: Task Force on Classroom Management and Disruptions
- 2020-Present: Faculty Senate (Senator)
- 2020- Present: Tenure & Promotion Committee
- 2019- Present: Male Student Success Committee
- 2021–2023: Community Standards and Civility Council Board member
- 2018-2023: Faculty Grievance Committee (Alternate)
- 2018-2023: Simon Green Atkins Scholars Society Advisory Council
- 2020-2022: Strategic Planning Committee - Academic Climate subcommittee
- 2018-2022: Committee on Shared Governance
- 2020: Reopening Academic Operation Advisory Council

Service on Departmental committees:

- 2020-Present: Senior Faculty
- 2017-Present: Dr. Alex Johnson Education Scholarship Luncheon Committee, Chair
- 2016-Present: Professional Education Council
- 2015-Present: Community Service/Partnership Committee
- 2015-Present: Social/Hospitality Committee, Chair

Search Committees:

- 2024: Department of Psychological Sciences Faculty Search Committee
- 2022: Department of Education Faculty Search Committee, Co-Chair
- 2021: Birth-Kindergarten Education Faculty Search Committee, Chair

Service as a Coordinator:

- 2022-Present: Elementary Education Program
- 2017-2022: Birth-Kindergarten Education Program

Service as an Advisor

- 2022-Present: Student North Carolina Association of Educators (SNCAE) WSSU Chapter, Advisor

- 2018-2020: Women Involved in Leadership Development (W.I.L.D.), Co-Advisor Curriculum Development:
- 2023: EDU 6xxx: Appreciating the Diverse Needs of Diverse Students
- 2020: BKE 5320: Developmentally Appropriate Instruction and Assessment in Early Childhood Education
- 2019: BKE 5325: Developmentally Appropriate Instruction and Assessment for Infants and Toddlers
- 2019: BKE 5328: Developmentally Appropriate Instruction and Assessment for Preschool and Kindergarten
- 2019: BKE 6335: Language and Literacy in Early Childhood Education

6. Professional service off campus (list and include dates).

Parliamentarian, American Educational Studies Association (AESA). (2018 - Present).

Chairperson, Critical Race Studies in Education Association (CRSEA). (2017 - Present).

Editorial Review Board Member, Educational Studies. (2021 - 2024).

Editorial Review Board Member, The Urban Review: Issues and Ideas in Education. (2017 - 2021).

Reviewer, Journal Article, The Urban Review: Issues and Ideas in Education. (2017 - 2021).

Editorial Review Board Member, Western Journal of Black Studies. (2018 - 2020).

Editor, Associate Editor, Special Issue, Taboo: The Journal of Culture and Education. (2019).

Reviewer, Journal Article, Western Journal of Black Studies. (2018 - 2019).

Reviewer, American Educational Research Association Annual Meeting. (2016 - 2019).

Reviewer, Conference Paper, Critical Race Studies in Education Association Annual Conference. (2016 - 2019).

Reviewer, Conference Paper, American Educational Studies Association Annual Conference. (2014 - 2019).

WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA

APPLICATION FOR PROMOTION/TENURE OR REAPPOINTMENT

Date 13 Sep 2024

Name Taylor, Gregory, C.
Last First Middle Initial

Department Business Administration School or College College of Business and Entrepreneurship

Date of initial appointment Aug 1991 Rank at time of initial appointment Associate Professor

Current Rank Associate Professor

Area or Field of Specialization Business Administration

Highest Degree Earned PhD

Is faculty member working towards an advanced degree? No

If yes, degree and institution: _____

Indicate Type of Action Sought: (select all that apply)

Reappointment:

Tenure & Promotion:

Promotion:

Effective Date of Action: July 1, 2025

Contract Period:	Administrative Appointment:	9 months <input type="checkbox"/>	12 months <input type="checkbox"/>
	Faculty Appointment:	9 months <input checked="" type="checkbox"/>	12 months <input type="checkbox"/>

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA
PERSONNEL DATA FORM FOR PROMOTION AND/OR TENURE APPLICATION**

Name Taylor, Gregory, C.
Last, First Middle Initial

1. **Educational Background:** (Indicate degree, date earned and institution, field of specialization, note additional study & training).

Ph.D., Texas Tech U., Lubbock, TX, 1985.

Major: Business Administration, Specialization: Business Statistics

Minor Areas: Management Information Systems, Mathematics

M.S., Texas Tech U., Lubbock, TX, 1983.

Major: Business Administration, Specialization: Management Information Systems

B.S., Miami University, Oxford, OH, 1980 (General Honors)

Major: Mathematics and Statistics

Certificate in Statistics, 1980

2. **Teaching and other professional experience:** (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date).

ACADEMIC EXPERIENCE

Winston-Salem State University, Associate Professor, Winston-Salem, NC, 1991-present

Faculty Fellow, Center for the Study of Economic Mobility, 2017-18

Interim Chair & Chair, Department of Accounting and MIS, 2001-06

Management Information Systems Area Coordinator, 1995-2001

Interim Chair, Department of Business Administration, 1993-94

Miami University, Visiting Assistant Professor, Oxford, OH, 2014-2015.

Taught Business Statistics.

Wake Forest University, Assistant Professor, Winston-Salem, NC, 1988-91

Babcock Graduate School of Management, Winston-Salem, NC

Texas Tech University, Teaching Assistant & Instructor, Lubbock, TX, 1982-85

University of Michigan, Teaching Assistant, Ann Arbor, MI, 1982

PROFESSIONAL EXPERIENCE

Battelle, Research Scientist, Applied Statistics and Computer Applications, Columbus, OH, 85-87.

Principal statistical and computing consultant on interdisciplinary teams that provided solutions to scientific, business, and engineering problems. Designed experiments and surveys, developed statistical and forecasting methodology, provided statistical analyses, created databases, and supervised programmer/analysts.

Consultant, Statistical analyses for medical research at Wake Forest U., 1990

Coordinated disaster recovery planning efforts for Piedmont Publishing Co., 1996

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA**

3. Scholarly & Creative Activity

<u>Type</u>	<u>Number</u>
Book	_____
Edited Book	_____
Chapter	_____
Refereed Journal Article	<u>6</u>
Other Journal Article	_____
Juried Performance/Show	_____
Non-juried Performance Show	_____
Other - Conference Proceedings	<u>10</u>
Other – Presentations w Published Abstracts	<u>7</u>
Other – External Grants >= \$150K	<u>1</u>
Other – Internal Grants (WSSU)	<u>6</u>
Other – Internal Grants (other institutions)	<u>2</u>

Integrating Artificial Intelligence Ethics into WSSU Curriculum (2019-present). [Co-PI on a 2023-24 grant with WSSU's Center for Data Science](#) to ensure a high proportion of WSSU graduates can assess the ethical implications of developing and using AI-based tools. Grant provided monetary incentives and workshops for seven campus faculty to integrate AI ethics into coursework. Organized [Responsible AI Day@WSSU](#) with [TV](#) and [on-line](#) news coverage and over 100 attendees. Activities included a keynote address from an ethics scholar, faculty, student and community panels. We are planning to embed AI ethics into WSSU's First Year Experience course sequence with a follow-on Mozilla grant.

Taylor G. and Deb, D. "Teaching AI Ethics in a Flipped Classroom," **Journal of Computing Sciences in Colleges**, V36(5), 2021, 67-76.

Deb, D., Taylor G., et. al. 2025 (under review, notification by 30 Sep 2024) "Enhancing University Curricula with Integrated AI Ethics Education: A Comprehensive Approach" **SIGSE 2025: Proceedings of the 56th ACM Technical Symposium on Computer Science Education** (acceptance rate 35%)

Center for the Study of Economic Mobility – Faculty Fellow (2017-18). Investigating local bankruptcy policies, including attorney pay, that encourage expensive and often unsuccessful Chapter 13 filings. Such filings are more common in the southeast than in other regions and may impede economic mobility while discouraging risk-taking and entrepreneurship in the poorest communities.

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA**

4. Membership in professional organizations (list and include dates):

Consortium on Computing Sciences – Southeast, 2021
Inmar Analytics Conference, attended sessions, 2016
Lilly Conference on College Teaching, attended annual meeting, 2014
American Statistical Association, member, 1983-2021
 Attended Annual Meetings 1985-1990, 1992, 2006 Chaired Sessions
 Attended Conference on Teaching Statistics in Business Schools, 1993, 1994
Mathematical Association of America, member, 2006-2009
Association for Computer Information Systems, 2007-2009
 Attended Annual Meetings 2007, 2008
Decision Sciences Institute member, 1984-1992, 1995-1997, 2000-2001
 Attended Annual Meetings 1984, 1985, 1988-1992, 1996, 2000
 Chaired Sessions, Discussed Papers, Reviewed Papers
 Attended SE Regional Meetings 1988, 2001
Association for Information Systems, member, 1995-1996, 1999-2005
 Attended Annual Meetings 1995, 2001
International Conference on Information Systems, attended annual meeting 1998
Association of Information Technology Professionals, member, 1997-1998
Decision Support Systems Conference, attended annual meeting, 1988
American Society of Quality Control, member, 1990-1997
Society for Information Management, member, 1988-1991

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA**

5. Professional service on campus (list and include dates).

WSSU MIS Program Development (1991-2006). Developed one of a very small number of significant sources of African-American information systems graduates in the 1990's. Starting with just one other full-time faculty member shortly after the program's inception in 1992, I recruited IT executives as adjunct faculty, taught most major courses, and managed all facets of the program. Placement was excellent and MIS rapidly grew to the 2nd largest campus program by 1999.

WSSU Department-level Academic Administration (1993-2006). Held multiple administrative positions in the School of Business Administration between 1993 and 2006. Scheduled courses, hired adjuncts, organized committee work including faculty/staff searches, evaluated faculty and staff, coordinated advising and ensured graduation requirements were met.

Initial AACSB Accreditation for the WSSU School of Business and Economics (1995-2000). As part of the school leadership team, I was involved with team-based planning and execution of several facets of the successful AACSB accreditation effort in 2000.

WSSU MBA Program Development (2001-2004). The MBA Planning Committee successfully launched the WSSU MBA program in fall of 2002. As part of this committee, I developed the course offering sequence that allows well-prepared evening students to graduate within 2 years. As chair of the MBA Admissions Committee, I developed admissions guidelines and processes to admit students on a rolling basis.

WSSU DEPARTMENTAL SERVICE

Chair, Strategic Planning Committee, 2015-16, 2018.
Marketing Faculty Search Committees, 2015-17
Business Communications Improvement Task Force 2016
Senior Faculty – Tenure / Promotion / Reappointment / Post-Tenure Committees 1996-present
Marketing Degree Assessment 2016
Student Advising 1991-present
Review Academic Requirements - All Management/Marketing Majors, 2008-14
Chair, Management Faculty Search Committee, 2012-13
Marketing Faculty Search Committee, 2012
Staub Leadership Workshop, 2008
Chair, Operations and Supply Chain Management Search Committee, 2006-07
MIS Area Coordinator, Interim Chair & Chair, Department of Accounting and MIS, 1995-06
Developed advisement sheets for Accounting and MIS programs 2001-06
Developed advisement sheets for MIS programs 1993-2001
Chair, MIS Faculty Search Committee, 1993
Chair, MIS Curriculum Revisions, 1992-93

WSSU COLLEGE / SCHOOL SERVICE

Restructuring FoB Degree Programs and Majors 2016
New freshman summer orientations – advise and register students for classes 2004-06
School Leadership Council, 1997-2006
Developed Advisement Sheets for all SBE programs 2001-04

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA**

University Catalog Committee 2003, 2005

MBA Program Development

Chair, MBA Admissions Committee, 2002-04

Developed & Maintained MBA Applicant / Student Database, 2002-04

MBA Director Search Committee, 2002

MBA Planning Committee, 2000-04

Developed and revised course offering/scheduling scheme

AACSB Accreditation Responsibilities

Steering Committee, 2001-05

Strategic Management Committee, 2002-05

Chair, Strengths, Weaknesses, Opportunities & Threats Sub-committee, 2003-05

New Mission Statement Committee, 2002

Faculty Development and Intellectual Contributions Committee, 2001-04

Students and Instructional Resources Committee, 1998-2000

Curriculum Committee, 1997-2000

Developed Student Placement Information for 2000 AACSB Report

Chair, School of Business Information Technology Planning Committee, 2001-04

Chair, General Business Faculty Search, 1998-1999

Chair, Community College Course-by-Course Transfer Agreements, 1997

Chair, Calculus for Business Content Input Committee, 1996

Chair, Quantitative Req. in the Business Curriculum Committee, 1993

Chair, Academic Credit for Internships Committee, 1992-1993

Research and Professional Activities Committee, 1991

WINSTON-SALEM STATE UNIVERSITY SERVICE

Academic Standards and Curriculum Committee, 2015-present.

General Education SLO Implementation Committee, 2021-22

Student Learning Outcome Faculty Committee, 2017-19.

Faculty Hearing on Discharge and Non-reappointment, alternate, 2017.

Faculty Learning Community (Written Communications SLO), 2015-16, 18-present

University Strategic Planning – Stewardship Task Force 2015-16

Faculty Senate, 2013-14

Chair, Senate Budget Subcommittee 2013-14

Tuition and Fees Committee, 2013

Co-chair, Department Chair Compensation Committee, 2011

UNC Textbook Taskforce, 2007, 2009

Graduate Council, 2002-03, 2006-08, 2013-14(alt)

Academic Standards Committee, 1993-2006

Repetition of Course Subcommittee, 1995-1996

Dean, School of Business and Economics Search Committee, 2004-06.

Director, Center for Design and Innovation Search Committee 2006

Transfer Student Orientations – advise and register students for classes 2001-06

Marketing - Open Houses, Evening-Weekend College information sessions 1993-06

Meet with Industry Executives and Recruiters (Phillip Morris, Wachovia, Dell,...) 1993-06

Institutional Planning – Learning Outcomes Assessment, 2004-06

Evening-Weekend College Advisory Committee 2004-06

Career Services Improvement Group 2002-03

Information Technology Planning Committee, 2000-02

Course Equivalencies for International Baccalaureate Committee, 2002

Technology Liaison Committee, 2000-02

**WINSTON-SALEM STATE UNIVERSITY
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Technology Requirement Initiative Planning Committee, 2000-2001
SACS Organization and Administration Committee, 1999-2000
Community College Transfer Articulation Agreements Committee, 1997-2001
Division Director, Business and Economics, Search Committee, 1994-1995
University Council, 1993-1994
Non-Traditional Student Task Force, 1993-1994
Long-Range Planning Committee, 1993-1996
Community Development Task Force, 1993-1994
Partner's Program (local industry) 1993-1997
WSSU Board of Visitors 1993-1995

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA**

6. Professional service off campus (list and include dates).

COMMUNITY SERVICE

Non-profit Board Management (1997-2005, 2009-11, 2020-present). Chaired two non-profit boards during successful executive transitions. Significant tasks included signature authority over contracts and line authority over several employees. I was able to showcase my leadership skills in these roles to professionals in a variety of areas. Currently on the board of visitors at the Wauhtown Branch of the State Employees Credit Union.

Math Team Coach (2004-2015). Established the Hanes Middle School and Mt. Tabor High School math teams with the help of teachers and other volunteers. The teams practice weekly and are competitive with the best teams in the state. Many students place highly in state and national contests. These successes have created math cultures within the schools that attract many highly gifted students.

State Employees Credit Union - Walkertown Rd Branch, Board of Visitors, 2020-present
Hanes Middle School Math Team Coach 2004-14, Winston-Salem, NC

Volunteer of the Year, 2004-05 & 2006-07

Over 50 students participate in 10 state and national math contests.

NC State MATHCOUNTS regularly finish in top 5 out of 300+ schools.

Mt. Tabor High School Math Team Coach 2007-14, Winston-Salem NC

NC MATHCOUNTS Team Coach 2005.

10th place of 57 teams at national competition in Detroit MI. Organized practice sessions.

[Art of Problem Solving](#) **Discussion Forum/Wiki Contributor** (alias: gt59) 2005-09.

Advise avid math students, provide information on careers and educational opportunities

Stokes Partnership for Children Board of Trustees, 1997 - 2005

Chair, 2002-2003; Vice-Chair, 2000-2001; Raleigh News & Observer Interview

Executive Committee, 2000-2005; Executive Director Search, 2001-02

Evaluation/Allocation Committee 2002 – 2005, Nominations Committee 2002 – 2004

Speaker, Winston-Salem Civitan Club, 2002, 2007

Nancy Reynolds, Mt. Olive, Chestnut Grove Schools, 1996-2004

Chestnut Grove MATHCOUNTS team coach (2004)

Field day volunteer, field trip chaperone, Career Day participant, etc.

King Moravian Church

Supervised construction work at week-long Youth Mission Camp for needy people.
2004

Board of Trustees 1999-2000, 2009-2011; Chair, Board of Trustees, 2000, 2009-2011

Finance Committee 1998-2000; Stewardship Committee 1999, 2003,

Teach Sunday School 2009-21

Summer Computer Camp at WSSU, 1995, 80 hour program for middle school students

Hill Middle School, Volunteer Teaching Assistant & Tutor, 1992-93

WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA

RECOMMENDATION FORM FOR PROMOTION AND/OR TENURE ONLY

Name of Faculty Member

Taylor Gregory C
Last Name First Name Middle Initial

Department Business Administration School or College College of Business and Entrepreneurship

Current Rank Associate Professor Other Titles _____

Proposed Rank Full Professor

Proposed Tenure Action _____ Yes No _____ Not Applicable

Action by Senior Faculty on Promotion: _____ # Voting Yes _____ # Voting No _____ # Abstaining _____ # Absent

Action by Senior Faculty on Tenure: _____ # Voting Yes _____ # Voting No _____ # Abstaining _____ # Absent

Department Chair's Appraisal and Recommendations:

Signature _____ Date _____
Department Chairperson

Dean's Appraisal and Recommendations:

Signature _____ Date _____
Dean

Action by Personnel Committee on Promotion: _____ # Voting Yes _____ # Voting No _____ # Abstaining _____ # Absent

Action by Personnel Committee on Tenure: _____ # Voting Yes _____ # Voting No _____ # Abstaining _____ # Absent

Faculty Personnel Committee's Comments and Recommendations:

Signature _____ Date _____
Chairperson of Personnel Committee

Provost and Vice Chancellor for Academic Affairs Comments and Recommendations:

Signature _____ Date _____
Provost and Vice Chancellor for Academic Affairs

Action of Chancellor:

Signature _____ Date _____
Chancellor

**WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA**

RECOMMENDATION FORM FOR REAPPOINTMENT AT CURRENT RANK ONLY

Instructions: Faculty member should complete pages 1 and 4 of this application form and should attach a current curriculum vitae. Application should be submitted to the departmental chair by the deadline established by the university (around September 26th of each fall term).

Name of Faculty Member

Last Name First Name Middle Initial

Department _____ School or College _____

Current Rank _____ Other Titles _____

Date of initial appointment to faculty _____ Rank _____
At time of initial appointment

Action by Senior Faculty on Reappointment: ___ # Voting Yes ___ # Voting No ___ # Abstaining ___ # Absent

Reappoint at end of current contract ___ Yes ___ No

If yes, indicate term and dates of contract _____

Signature _____ Date _____
Department Chairperson

Dean's Appraisal and Recommendations:

Signature _____ Date _____
Dean



WSSU

Board of Trustees Agenda Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	Winston-Salem State University Policy 104.2 provides for the recognition of emeritus/emerita status tenured faculty members who have served for ten or more years at Winston-Salem State University.
Situation:	<p>In accordance with that policy, Dr. Lynn Zubov has been recommended by the Chancellor and Provost for emerita status.</p> <p>The attached memo and curriculum vitae are provided in support of this recommendation and as confirmation that Dr. Zubov has met the requirements.</p>
Impact/Benefit:	<p>Policy 104.2 outlines the privileges that emeriti/emerita faculty receive, which are:</p> <ul style="list-style-type: none">• A university ID card, designated as Emeritus Faculty• The same access to electronic resources as the active faculty• A university e-mail account, if requested, subject to periodic renewal• Use of library facilities and library electronic resources under the same conditions as the active faculty• A free parking permit for the shuttle lot, with the option of purchasing a permit for another lot if space is available (The cost for the second lot is the difference between its price and the price for the shuttle lot. Parking permits must be renewed each year.)• Receipt of the university and alumni publications that are sent to active faculty• The same rights to campus facilities as the active faculty• Opportunity to purchase tickets to university athletic, cultural, and entertainment events at faculty rates• Invitation to general faculty events• Listing in university catalogs and the campus directory; and• Continuance of eligibility to march in formal convocations, wearing appropriate regalia
Requested Action:	It is requested that the Board of Trustees approve the recommendation to award emerita status to Dr. Lynn Zubov.
Attachments:	Memo from Dr. Manju Bhat to Dr. Mike McKenzie Re: Dr. Lynn Zubov's Appointment as Professor Emerita



WINSTON-SALEM
STATE UNIVERSITY

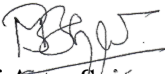
*College of Arts, Sciences,
and Education*

601 S. Martin Luther King, Jr. Drive • 130 Carolina Hall • Winston-Salem, NC 27110 • 336-750-2400

MEMORANDUM

DATE: February 21, 2025

TO: Dr. Mike McKenzie, Provost and Vice Chancellor for Academic Affairs

FROM: Dr. Manju Bhat 
Dean, College of Arts, Sciences, and Education

RE: **Dr. Lynn Zubov's Appointment as Professor Emerita**

It is with great pleasure that I recommend Dr. Lynn Zubov for the Professor Emerita status. Dr. Zubov retired in June 2024 after 24 years of distinguished service in the Department of Education at Winston-Salem State University. During her long career at WSSU, Prof. Zubov taught both undergraduate and graduate level courses in Special Education -her field of expertise. Dr. Zubov was recognized for her outstanding service as an educator with the UNC Board of Governors Excellence in Teaching award in 2021.

Dr. Zubov played a key role in establishing the Master of Art in Teaching (MAT) program at WSSU and served as its Program Coordinator. She also served as the program coordinator for the Special Education undergraduate program. She also led the curriculum coherency project at the University level and as Chair of the Academic Standards and Curriculum Committee (ASCC).

Dr. Zubov's scholarly work is as impressive as her teaching. She published more than 25 articles and made more than 40 presentations at regional and national conferences.

Attached to this memo is the letter from the Department Chair recommending Dr. Zubov for Professor Emeritus status and Dr. Zubov's Vita.

Thank you for your consideration.

If you have any questions, feel free to contact me at (336)750-2214 or bhatmb@wssu.edu.

CURRICULUM VITAE

LYNN ROCHE ZUBOV

PROFESSIONAL PREPARATION:

Ph.D. Special Education, Vanderbilt University, Nashville, Tennessee (May 1996)

Professional Diploma, Educational School Administration and Supervision, Saint John's University, Jamaica, NY (May 1990)

MS Special Education, Saint John's University, Jamaica, NY (May 1988)

BS Elementary and Special Education Saint John's University, Jamaica, NY (September 1983)

AS Early Childhood Education, the State University of New York at Farmingdale (May 1981)

Certification in Effective College Instruction, the Association of College and University Educators (April 2022)

PROFESSIONAL EXPERIENCE:

Aug 2024- Present Associate Director, Adverse Events of Special Interest (AESI) Education
Clinical Development Functional Excellence
Daiichi-Sankyo, Inc. Basking Ridge, NJ

July 2021- July 2024 Professor of Education
Department of Education, Winston-Salem State University, Winston-Salem, NC.

Taught various graduate and undergraduate courses such as Exceptional Children in the General Classroom, Behavior Management for the Exceptional Child, Methods & Materials of Teaching Mathematics to Students with Learning Disabilities, Language and Communication Disorders in Children, Assessment and Measurement of Student with Learning Disabilities, and Problems and Characteristics of Students with Behavior Disorders

2021 Recipient of the Winston-Salem State University Board of Governor's Excellence in Teaching Award

August 2016- August 2022 Coordinator, Master of Arts in Teaching Program
Winston Salem State University, Winston Salem, NC

August 2014- Coordinator, BS in Teaching- Special Education Track
August 2022 Winston Salem State University, Winston Salem, NC

July 2005- Associate Professor
July 2021 Department of Education, Winston-Salem State University, Winston-Salem, NC

Taught graduate and undergraduate courses in Exceptional Children in the General Classroom, Behavior Management for the Exceptional Child, and Methods & Materials of Teaching Mathematics to Students with Learning Disabilities, Secondary Learning Disabilities, Language and Communication Disorders in Children, Assessment and Measurement of Student with Learning Disabilities, and Problems and Characteristics of Students with Behavior Disorders

Authored the Request of Authorization to Establish a Master of Art of Teaching Degree program

Developed six courses to be utilized in the MAT program: Introduction to Educational Research, MAT Project, Methods for Teaching Mathematics to Students with Special Needs, Assessment and Evaluation of Students with Special Needs, Understanding High Incidence Handicapping Conditions, and Instructional Strategies for Teaching Students w/High Incidence HC

Developed and taught the online version of SPE 3323 Language Communion Disorder

January 05 Coordinator of Winston-Salem State University's NC TEACH Program
July 2007 Winston-Salem State University, NC

August 04 Project Coordinator of Scimax
Sept 06 SCIMAX is a joint program between WS/FCS, WSSU, and Wake Forest University that provided supplemental math and science instruction to WS/FCS teachers and students.

January 01 Co-Coordinator of the Special Education Program
Dec 04 Winston-Salem State University, NC

July 1999- Coordinator of the Special Education Program
June 2000 Canisius College, Buffalo, NY

May 1996- Program Director of Special Education
June 1999 Canisius College, Buffalo, NY

- Developed the goals and objectives for a total of seventeen new graduate and undergraduate courses

- Developed relationships with local schools that allowed undergraduate courses to be taught on-site.
- Development of Catalog
- Scheduled courses at both graduate and undergraduate levels
- Secured library resources
- Interaction with recruitment
- Over-seeing of the special education budget
- Secured special education student teaching supervisors and adjunct faculty members
- Graduate and undergraduate brochures developed
- Over-sight of website development, the site reflects both the graduate and undergraduate degrees, available: www.canisius.edu/canhp/departments/special_ed/

Sept 1995-
June 00

Assistant Professor

Department of Teacher Education, Canisius College, Buffalo, NY

- Taught graduate and undergraduate courses in Introduction to Special Education, Test, Measurements, and Statistics, Special Education Assessment, Nature and Needs of Students with Behavior Disorders, and Collaboration and Consultation.
- Supervised graduate independent studies designed to increase future teachers' knowledge of effective teaching techniques for students with special needs

Sept 1991-
July 1994

Research Assistant

Department of Special Education, George Peabody College at Vanderbilt University. Principal investigators Douglas Fuchs, Ph.D., Lynn S. Fuchs, Ph.D., and Joseph Murphy, Ph.D.

- Collaborated in the design and implementation of field-based research intended to have an enduring impact on the educational achievement of all students, on a school's curricular practices, and on administrative culture
- Collaborated in the design and implementation of field-based research investigating the effects of peer-mediated instruction for students with mild handicaps within the regular education setting
- Developed materials designed to ease the implementation of Classwide Peer Tutoring
- Developed strategies for including multi-handicapped students in general education classes for meaningful instruction
- Trained teachers in the use of Curriculum-Based Measurement and Classwide Peer Tutoring
- Trained students in intervention procedures

Sept 1987-
June 1991

Health Coordinator of Educational Services for the Physically Handicapped

New York City School District 28, Jamaica, NY.

- Insured the implementation of IEP mandates, emphasizing the delivery of appropriate related services and the obtainment of specialized equipment.
- Served as a resource for general education educators in physical handicaps and children with special needs.
- Provided teacher training focusing on children with physical, health, and orthopedic impairments.
- Provided transitional support to successfully move children with special needs to the least restrictive environment.
- Worked with the general education population to cultivate an environment of acceptance of students with special needs.
- Supervised, scheduled, trained, and prepared assignments for paraprofessionals

Sept 1988- Mainstream Coordinator
June 1991 Public School 80, Jamaica, NY

- Insured the appropriate mainstreaming placement for the school's special education department.
- Acted as a liaison between mainstream and special education teachers.

Dec 1991- Special Educational Consultant
August 1992 The Paul J. Cooper Foundation, Brooklyn, NY

- Established, implemented, and monitored goals for clients of an intermediate care facility.

Sept 1989- Administrative Internship
June 1990 Public School 80, Jamaica, NY

- Wrote the school's responses to city and state audits
- Reorganized the special education department to meet state requirements.
- Assisted in the selection and placement of paraprofessional staff
- Responsible for the school's safety and security plan
- Member of the principal's cabinet

Sept 1986- Teacher for Children with Learning and Behavioral Disorders
Aug 1987 The Poseidon School, Los Angeles, CA (a non-public school)

- Teacher of self-contained class for high school students with learning and behavioral disorders
- Implemented and supervised a continuous school fundraiser
- Developed, implemented, and taught the school's computer program

Sept 1982- Teacher of Children with Learning and Behavioral Disorders
June 1986 Richard S. Grossley, Junior High School 8, Jamaica, NY

- Teacher of self-contained classes for junior high school students with learning and behavioral disorders

January 1981- Teacher Assistant

August 1982 Little Village School for Developmentally Disabled Infants and Children, Garden City, NY

WRITINGS:

Zubov, L. R. (2023). [*A Preliminary Exploration in Adoption Reunions Survey*](#). Winston-Salem State University.

Zubov, L. R., Guillory, M. D., Farmer, D. F. (2021). Can Curricular Reform for Coherence and Efficiency Occur Quickly in Higher Education? *International Journal for Teaching and Learning in Higher Education*. 33, 1, pp 4-22 <https://www.isetl.org/ijtlhe/pdf/IJTLHE3782.pdf>

Fuad, M., Akbar, M., & Zubov, L. R. (2020, June). *Keeping Students Occupied with the Course Contents After Leaving the Classroom*. 2. Trondheim, Norway: Association for Computing Machinery (ACM).

Fuad, M., Akbar, M., & Zubov, L. R. (2020, February 26). *Social Learning and Scaffolding to Improve Student's Self-efficacy and Engagement*. Retrieved from <http://dx.doi.org/10.1145/3328778.3372583>

Hernandez, L., Zubov, L., Goddard, J., & Vargas, M. (2019). Culturally Diverse Families. In Grant, K. B., & Ray, J. A. (Eds) *Home, School, and Community Collaboration: Supportive Family Involvement Practices*, (4th ed). Boston: Sage Publishers

Fuad, M., Akbar, M., Zubov, L. R., & Deb, D. (2019, August). *Out-of-class Activities: What Have We Been Doing and How We Can Change it for the Future*. Retrieved from <http://dx.doi.org/10.1109/iccse.2019.8845513>

Fuad, M., Akbar, M., Zubov, L. R. (2018). Dysgu: A Mobile-Based Adaptive System to Redesign Out-of-class Activities. Conference Proceedings,

Fuad, M., Akbar, M., Zubov, L. (2018). Active Learning for Out-of-class Activities by Using Interactive Mobile Apps. Eprint arXiv:1805.00439 <https://arxiv.org/ftp/arxiv/papers/1805/1805.00439.pdf>

Zubov, L. R. (2019). *NC CEC CAN Newsletter*. North Carolina.

Zubov, L. R. (2018). *NC Council for Exceptional Children (CEC) Children Action Network (CAN) Newsletter*. North Carolina. <https://drive.google.com/file/d/0BxSlxmE5fRRrWTkwV0RINnZDLXRzZGtmbHNFY3FDT0Jkbmpz/view>

- Zubov, L. R. (2018). *North Carolina CEC Children's Action Newsletter*.
https://drive.google.com/file/d/1b_BZW0OR51AIQgLufAOC0elr0s-Nqsk_/view
- Zubov, L. (2014). Using Exercise Balls in the Classroom to Reduce Inappropriate Behavior and Improve Academic Performance. *Educere*, volume 5, pg. 22
- Zubov, L. (2013). Teaching All Learners: UDL and Differentiated Instruction. In Gargiulo, & Metcalf, D. *Teaching in today's Inclusive Classrooms*, 2nd Edition. Plymouth, MA: Cengage Learning
- Zubov, L. (2012). *Teaching all learners: UDL and differentiated Literacy Instruction*, North Carolina Council for Exceptional Children Newsletter, 6, (2)
- Zubov, L. (2012). Act of vandalism over a difference of opinion is appalling, *The Times-News*.
- Zubov, L. (2010). Update *from Capitol Hill*, North Carolina Council for Exceptional Children Newsletter, 4(3), p.5
- Zubov, L. & Metcalf, D. (2009). CAN and Representative Assembly Up-Date, *North Carolina Council for Exceptional Children Newsletter*, 3(3), p.3
- Zubov, L. (2008). NC CAN Up-Date, *North Carolina Council for Exceptional Children Newsletter*, 2(3), p.
- Zubov, L. (2006). Winston-Salem State University, School of Education and Human Performance, Request for Authorization to Establish a Master of Arts in Teaching. Proposal submitted to the University of North Carolina (proposal accepted)
- Zubov, L. & Hall, E. (2004). An Example of Writing A Paper Using 5th Edition APA Style, *New York Exceptional Individuals*, 29, 3, 4-6
- Zubov, L. (2001). Curriculum-based measurement: A Primer. *New York Exceptional Individuals*, pp. 26, 4, 4-6.
- Zubov, L. (1999). Curriculum-based measurement: A conceptual framework. *Journal of New York Association of Colleges for Teacher Education*, pp. 15, 69-75.
- Zubov, L. (1999). Problems with the effective implementation of classwide peer tutoring in inclusive classrooms. *National Forum of Special Education Journal [online]*, 8E.
<http://www.nationalforum.com/Electronic%20Journal%20Volumes/Zubov,%20Lynn%20R%20Problems%20With%20The%20Effective%20Implementation%20of%20Classwide%20Peer%20Tutoring%20in%20Inclusive%20Classrooms.pdf>
- Zubov, L. (1997). Canisius College, School of Education Proposal for Bachelor of Science In Special Education and Bachelor of Science in Elementary and Special Education. Submitted to New York State Board of Regents (proposal accepted)

Zubov, L. (1996). Canisius College, School of Education Proposal for Master of Science in Special Education. Submitted to New York State Board of Regents (proposal accepted)

Zubov, L. (1996). Academic performance and self-concept of students with learning disabilities attending special day schools and regular mainstream schools. (Doctoral dissertation Vanderbilt University, 1996). *Dissertation Abstracts International*

Co-author of New York City District 28 booklet, "*Handbook for the Special Education Paraprofessional.*" New York City Board of Education, NY

GRANT ACTIVITY

Zubov, L. (2023). Preliminary Exploration in Adoption Reunions Survey. Winston-Salem State University's Professional Development Committee \$3,000

Zubov, L & Tafari, D. H. (2022). "Future Teachers of North Carolina," Sponsored by NC Department of Public Instruction, State, \$13,360.00. (May 2022 - January 2023).

Fuad, M., Akbar, M., Zubov, L (2018). A Mobile Learning Environment for Interactive Out-of-class Activities to Improve Student Success, National Science Foundation, \$233,827

Zubov, L. (2015). The effects of using an exercise ball on student academic performance in the classroom. Winston-Salem State University's Professional Development Committee \$2,500

Zubov, L. (2014). Does Using an Exercise Ball in the Classroom Reduce Inappropriate Behavior or Improve Academic Performance? Winston-Salem State University's Professional Development Committee \$2,000

Zubov, L & Johnson, D.T. (2011). Sonia Kovalevsky Day. Association for Women in Mathematics \$1,995.

Zubov, L. (2009). "Using Panopto to Increase Student Success in a College-Level Course" Winston-Salem State University's Center for Excellence in Teaching and Learning-CETL \$3,000.

Zubov, L (November 2005). Collaborative Statewide Preparation Program in Low Incidence Populations: Severe Disabilities and Autism. U. S. Department of Education, Office of Special Education and Rehabilitative Services, Subcontract via UNC-C \$9,288

Zubov, L (November 2004). Collaborative Statewide Preparation Program in Low Incidence Populations: Severe Disabilities and Autism. U. S. Department of Education, Office of Special Education and Rehabilitative Services, Subcontract via UNC-C \$9,288

Zubov, L (December 2003). Collaborative Statewide Preparation Program in Low Incidence Populations: Severe Disabilities and Autism. U. S. Department of Education, Office of Special Education and Rehabilitative Services, Subcontract via UNC-C \$9,288

Zubov, L. & Marable, M. (1999). Support for Modifying Teacher Education Programs for Preparing Teachers for Working Successfully with Students with Special Educational Needs. Funded by the Office of Vocational and Educational Services for Individuals with Disabilities of the New York State Education Department. (Funded)

CONFERENCE, WORKSHOPS, AND IN-SERVICE PRESENTATIONS:

Zubov, L. (2024, August 20). *The Effects of Mother-Child Separation & Reunion Outcomes: A Preliminary Exploration* Presentation made for the Adoption Knowledge Affiliates Quarterly Education Speaker Series. Virtual YouTube recording <https://www.youtube.com/watch?v=woeX3z2PFJA>

Zubov, L. R. (April 2024). *Early results from the Preliminary Exploration in Adoption Reunions Survey*. Poster presentation made during the Annual Untangling Our Roots conference, Denver, CO.

Zubov, L. R. (February 2024). *Let's talk about Adverse Childhood Experiences (ACE)*. Presentation made during the North Carolina Council for Exceptional Children Empowering Educators: Evidence-Based Practices for Exceptional Learners, Raleigh, NC.

Zubov, L. R (August 2023). *Ignite Your Teaching Superpowers: Unleashing the Therapeutic Teaching Mindset*. Presentation made during the North Carolina Council for Exceptional Children Igniting Passion: Empowering Teachers to Inspire Students conference. Wake Forest, NC.

Zubov, L. R., Pennington, R., & Nines, D. (August 2023). *Innovative Strategies and Best Practices for Classroom Management: A Panel Discussion*. Presentation made during the North Carolina Council for Exceptional Children Igniting Passion: Empowering Teachers to Inspire Students. Wake Forest, NC.

Zubov, L. R. (February 2023). *Ignite Your Teaching Superpowers: Unleashing the Therapeutic Teaching Mindset*. Presentation made during the North Carolina Council for Exceptional Children Exceptional Learner Summit, Raleigh, NC.

Zubov, L. R. (Feb 2022). *Networking Session: NC CEC Networking Session: Division for Emotional & Behavioral Health*. Presentation made during the Annual North Carolina Council for Exceptional Children Conference, Virtual Conference.

*Zubov, L. R. (May 2021). *Teaching Problem-Solving Through the Use of Conceptual Knowledge*. Presentation made during the NC CEC Division of Autism and Developmental Disabilities. Virtual conference.

- Zubov, L.R., Berry, C., Guillory, M. D., Walker-Bethea, T., Villagomez, C. (September 2020). *One Institute's Path to Curriculum Reform*. Presentation made during the North Carolina Association of Colleges and Teacher Educators (NCACTE) Conference. Location: Virtual conference
- *Zubov, L. R. (May 2020). *CEC Child Advocacy Network (CAN) CEC/COVID-19 Updates*. Presentation made during the NC CEC Division of Autism and Developmental Disabilities. Virtual conference.
- Zubov, L., Bost, J. I., Mamlin, N, Holzberg, D., & Mason, H. (February 2020). *What's Up with Washington, DC?* Presentation made during the Annual North Carolina Council for Exceptional Children Conference, Greensboro, NC.
- Zubov, L.R. (January 2019). *What's Up with Washington, DC?* Presentation made during the Annual North Carolina Council for Exceptional Children Conference, Wilmington, NC.
- Zubov, L. (June 2018). *What's Up with Washington, DC?* Third Annual Inclusion Conference, Cullowhee, NC
- Berry, C., Guillory, M.D., Walker-Bethea, T., Zubov, L., McKenzie, M. (May 2018). *Achieving a True Liberal Education Curriculum at Winston-Salem State University*, Teagle, AAC&U Meeting, Las Vegas, NV
- Fuad, M., Monika Akbar, M., & Zubov, L. (April 2018). *Active Learning for Out-of-class Activities by Using Interactive Mobile Apps*. New Zealand.
- Zubov, L., Pearson, D. & Tafari, D. (September 2014). *BS in Teaching: WSSU's alternative to low-producing programs*. Raleigh, NC.
- *Zubov, L. (November 2013). *What's Up with Washington, DC?* Presentation made at the NC CEC Western Regional Conference, Boone, NC.
- Zubov, L. & Lee, F (January 2013). *Teacher Evaluation: CEC's position and how NC is moving toward with Teacher Evaluation*, Presentation made during The Annual North Carolina Council for Exceptional Children Conference, Pinehurst, NC.
- *Zubov, L. (November 2012). *Update on what's happening in Washington, D.C. and what CEC is asking us to support*. Presentation made during The NC CEC Regional Conference, Boone, NC.
- *Metcalf, D. & Zubov, L. (November 2012). *Universal design for learning and differentiated instruction: One size does not fit all*, Presentation made during the NC Department of Education Special Education Annual Conference, Greensboro, NC.
- Zubov, L. (August 2011). *Classroom Management*. In-Service workshop for special education teachers. Winston-Salem/Forsyth County School, W-S, NC.

Zubov, L. & Metcalf, D. (February 2011). *How to Differentiate Instruction & Utilize Universal Design for Learning*. Preconference workshop Presentation made during the Annual North Carolina Council for Exceptional Children Conference, Winston-Salem, NC.

Zubov, L. (April 2011). *Brain Power*. Presentation made for the TEAP Center's Attitude Matters: Preparing to Make a Difference conference. Winston-Salem State University, Winston-Salem, NC

Zubov, L. (April 2010). *Critical Thinking*. Presentation made for the TEAP Center's Attitude Matters: Preparing to Make a Difference conference. Winston-Salem State University, Winston-Salem, NC

Zubov, L. & Grammer, B. (January 2010). *Update on Highly Qualified Special Education Teachers*. Presentation made at the Annual Convention of the North Carolina Council of Exceptional Children. Wilmington, NC.

Zubov, L. & El-Amin (January 2009). *Using E-books in your classroom*. Presentation at the Annual Convention of the North Carolina Council of Exceptional Children. Wilmington, NC.

Zubov, L. (2008). *Helping Students Master Multiplication Facts*. Workshop presented during the Differentiating Instruction for Successful Learning by ALL Students. In-service for the Stokes County Public Schools. Winston-Salem, NC.

Zubov, L. (January 2009). *Update from Capitol Hill*. Presentation made at the Annual Convention of the North Carolina Council of Exceptional Children. Wilmington, NC.

Zubov, L. (January 2008). *Update from Capitol Hill*. Presentation made at the Annual Convention of the North Carolina Council of Exceptional Children. Wilmington, NC.

Zubov, L. & El-Amin, C. (January 2008). *The Many Mexicos*. Presentation made at the Annual Convention of the North Carolina Council of Exceptional Children. Wilmington, NC.

Zubov, L. & El-Amin, C. (November 2007). *The Many Mexicos*. Presentation made at the Annual Convention of National Association of Multicultural Education, Baltimore, MD.

Zubov, L. (September 2007). *IDEA updates, current legislative action, and advocacy*. Presentation made at the NC Council for Exceptional Children Western Region Conference, Boone, NC.

Zubov, L. & Grammer, B. (May 2007). *IDEA & article IX- NC SPED Law: Changes and Implications for Practice*. Presentation made at NC CEC Eastern Regional Conference, Greenville, NC.

Molusky, L. Jasmine Hart, J., Warren, M.L., Zubov, L. (March 2007). *Lessons learned from Mexico*. Presentation made at the Annual World View Seminar, Chapel Hill, NC.

- Zubov, L. (February 2007). *A fresh IDEA: A discussion of the new 2004 IDEA regulations*. Presentation made at the Annual North Carolina Conference of the Council for Exceptional Children, Willington, NC.
- Moody, T. & Zubov, L. (February 2007). *From the Dump to the Desk*. Presentation made at the Annual North Carolina Conference of the Council for Exceptional Children, Willington, NC.
- Zubov, L. (March 2006). *Using Peer Assisted Learning Strategies (PALS) to Teach Reading to Students with Varying Abilities*. Presentation made at the 37th Annual North Carolina Reading Association, Winston-Salem, NC.
- Zubov, L. (March-April 2006). *Peer Assisted Learning Strategies: How to use PALS to Improve Reading for All*, Blessed Sacrament School, Burlington, NC. Trained participating teachers in implementing PALS to improve students' reading ability.
- *Zubov, L. (November 2004). *Peer-Assisted Learning Strategies: How to make PALS work, Presentation to be made at the Annual New York State meeting of the Council for Exceptional Children, Albany, NY*. Invited speaker for the Division of the Council for Children with Learning Disabilities
- Zubov, L. (March 2004). *Peer Assisted Learning Strategies: Using PALS to close the achievement gap in reading*. Presentation made at the Raising Achievement and Closing Gaps Conference VIII, Greensboro, NC.
- Zubov, L. (February 2004). *Peer-Assisted Learning Strategies (PALS) for Mathematics* Presentation at the Annual North Carolina Conference of the Council for Exceptional Children, Willington, NC.
- *Zubov, L. (November 2003). *Peer-Assisted Learning Strategies: How to make PALS work, Presentation to be made at the Annual New York State meeting of the Council for Exceptional Children, Albany, NY*. Invited speaker for the Division of the Council for Children with Learning Disabilities.
- Zubov, L. (January 2003). *Peer Assisted Learning Strategies: How to make PALS work, Winston-Salem/Forsyth County School, W-S, NC*. Trained participating special education teachers in implementing Peer Assisted Learning Strategies to improve students' reading ability.
- *Zubov, L. & Day-Hairston, B. (Nov 2002). *Developing Positive Behavioral Support Plans Through the Use of a Functional Analysis of Behavior*. Presentation made at the Council for Exceptional Children Annual New York State meeting, Albany, NY. Invited speaker for the Division of the Council for Children with Behavior Disorders.
- *Zubov, L. (2003). *Creating Newsletters*. Paper presented at the Annual New York State Council for Exceptional Children Leadership Training Institute, Albany, NY.

- *Zubov, L. (2002). *Creating Newsletters*. Paper presented at the Annual New York State Council for Exceptional Children Leadership Training Institute, Albany, NY.
- Zubov, L. (2001). *What we know about how the brain works*. Presentation made at the Annual Teacher Education Forum, Raleigh, NC.
- Zubov, L. (March 2000). *How to Make Inclusion Work*, Public School 54, Buffalo, NY. March 2000 Conducted in-service workshop for general education teachers. This workshop aimed to help develop a shared vision of inclusion within the school.
- Zubov, L., Shanley, D. & McLane, M. (1999). *You show us yours; we'll show you ours: Three institutions share their redesigned programs in special education*. Presentation made at the Annual New York State Conference of the Council for Exceptional Children, Uniondale, NY.
- Marable, M. & Zubov, L. (1998). *A special education pre-service training program: A collaboration between the College and the local schools*. Presentation made at the Council for Exceptional Children New York State Conference, Buffalo, NY.
- Zubov, L. (1996). *Academic performance and self-concept of students with learning disabilities attending special day schools and regular mainstream schools*. Presentation made at the Council for Exceptional Children New York State Conference, Albany, NY.
- Thompson, A., Gift, C., Turbeville, J., Bridwell, J., Roche, L., & Burns, S. (1994). *Restructuring to Improve Educational Outcomes for All Students at Gower Elementary School*. Presentation made at the Joint Conference for Students with Special Needs, Nashville, TN.
- Roche, L (Nov 1994). *Classwide Peer Tutoring: How to implement CWPT*, Willow Hall Academy, Franklin, TN. November 1994. Trained participating special education teachers in the implementation of Classwide Peer Tutoring.
- Mathes, P.G., Bishop, J.N., & Roche, L.F. (1993). *Effectiveness of Peer-Mediated Strategies in Reading and Math for Students with Learning Disabilities in Resource and Mainstream Settings*. Presentation at the Council for Exceptional Children National Conference, San Antonio, TX.
- Fuchs, L.S., Roche, L.F., Bentz, J., Hamlett, C.L., & Bishop, J.N. (1993). *New Directions for Curriculum-Based Measurement: Moving Beyond Basic Skills and into Classwide Decision Making*. Presentation at the Council for Exceptional Children National Conference, San Antonio, TX.
- Roche, L. (1993). *Systemic Change Organizing Reform Efforts (SCORE)*, Vanderbilt University, Nashville, TN. October 1993 and November 1993. Trained participating general education

teachers to administer weekly CBM tests, analyze reports about the students' academic performance, and implement Classwide Peer Tutoring activities in their classroom.

Roche, L. (1991). *Planning, Reviewing, and Ongoing Assessment among Classroom Teachers (PROACT) Teacher Participants*, Vanderbilt University, Nashville, TN. October 1991, 1992, and November 1992. Trained participating general education teachers to administer weekly CBM tests, analyze reports about the students' academic performance, implement Classwide Peer Tutoring activities in their classroom, and apply adaptive instructional strategies for students with chronic math difficulties.

Roche, L (August 1987). *The Personal Computer in the Classroom*, Poseidon School, Los Angeles, Organized and conducted a two-part in-service designed to give classroom teachers essential background and information on how to use the personal computers in the classroom.

***Invited Presentation**

Presentations with Students

Lake, M. & Zubov, L. (February 2024). *Strategies for Teaching Measurement to Low Achieving Students at the Elementary Level*. Presentation made during the Annual North Carolina Council for Exceptional Children Conference, Raleigh, NC.

Thompson-Smith, & Zubov, L. (February 2024). *Strategies for Teaching Geometry to Exceptional Children*. Presentation made during the Annual North Carolina Council for Exceptional Children Conference, Raleigh, NC.

Tucker, L., Johnson, P., & Zubov, L. (February 2024). *Why Progress Monitoring*. Presentation made during the Annual North Carolina Council for Exceptional Children Conference, Raleigh, NC.

Alhazmi, R. & Zubov, L. (January 2019). *Reading Fluency Interventions for Students with Learning Disabilities*. Presentation made during the Annual North Carolina Council for Exceptional Children Conference, Wilmington, NC.

Li, M., Zhang, C., & Zubov, L. (April 2017). Learning Chinese as a second language: Teaching strategies for students in Chinese immersion classrooms. Presentation made during the 20th Annual Southeastern Association of Educational Studies, Chapel Hill, NC

Zubov, L., Evans, T. & Randleman, J. (January 2017). *The effects of using an exercise ball on student academic performance in the classroom*. Presentation at The Annual North Carolina Council for Exceptional Children Conference, Wilmington, NC.

Zubov, L., Davidson, A., Marrs, B., Pitts, & E. Evans, T. (April 2016). *The effects of using an exercise ball on student academic performance in the classroom*. Presentation made during Winston Salem State University Scholarship Day, Winston-Salem, NC

Zubov, L., Evans, T., Davidson, A., & Randleman, J. (October 2016). *The effects of using an exercise ball on student academic performance in the classroom*. Presentation made during the NC CEC Western Regional Conference, Boone, NC.

Zubov, L., McFall, J., & Marable, M. (1997). *Whole Language and Inclusion: Two Trains of Thought on a Collision Course*. Presentation made at the New York State annual meeting of the Council for Exceptional Children, NY.

Anders, L., Cullison, C., Exline, J., Husky, A., Larned, K., Oneal, A., Richardson, A., Ross, A., Smith, L; Smoot, E., & Zubov, L. (February 2004) *Multiplying and Dividing Fourth Grade Fractions*. Poster Presentation made at the 9th Annual NASA/Langley Pre-Service Program, Alexandria, VA.

ADDITIONAL PROFESSIONAL INFORMATION:

North Carolina State Council for Exceptional Children Children's Action Network coordinator (2005-2014, 2019-2022, 2024-)

2023 Recipient of NC Council for Exceptional Children NC CEC Division of Emotional and Behavioral Health Subdivisions Distinguished Service Award

North Carolina State Council for Exceptional Children Subdivision President of the Division for Behavioral and Emotional Health (2021-)

2021 recipient of Winston-Salem State University Board of Governor's Excellence in Teaching Award.

Peer-Reviewer for The Journal of Healthcare, Science, and the Humanities, Tuskegee, AL

Conference Chair, Creating New Horizons. North Carolina State Council for Exceptional Children, January 30-February 1, 2014, Pinehurst, NC
Recipient of the New York State Council for Exceptional Children Service Award, November 2003

Recipient of the Winston-Salem State University Nontraditional Adult Student Organization Award, April 2002

Co-chair, Educational Site Visits/Video Theatre Subcommittee, CEC Annual Convention and Expo, NY, NY, April 2002

Conference Chair, Special Education in the New Millennium: Where are we going? New York State Council for Exceptional Children, October 19th-21st, 2000. Niagara Falls, NY

President of New York State Federation of Chapters of the Council for Exceptional Children, 2000

Quest Reviewer for Teaching Exceptional Children, 1999-2004

Recipient of the Horace G. Hill Scholarship Fund.

Former secretary of Public School 80's Pupil Personnel Committee (a screening process for referrals from mainstream teachers before the initiation of testing for special education services).

Former member of Project Basic (an NYC program designed to increase the academic success of At-Risk students)

PROFESSIONAL AND ACADEMIC ASSOCIATION:

International Council for Exceptional Children

- CEC Division for Learning Disabilities
- CEC Division for Behavioral and Emotional Health

Association for Supervision and Curriculum Development

Kappa Delta Pi

Phi Delta Kappa

CERTIFICATION:

North Carolina Certification, K-12 Special Education: General Curriculum

North Carolina Certification, K-12 Cross-Categorical Special Education

North Carolina Certification, Elementary School

North Carolina Certification, School Administrator

New York State Certification, Teacher of Special Education (K-12)

New York State Certification, Elementary School Teacher

New York State School Administrator and Supervisor (expired)

REFERENCES:

Dr. M. Dee Guillory
MBA Director and Associate Professor of Marketing at
Winston-Salem State University
601 S. Martin Luther King Jr. Drive, R. J. Reynolds Center 300
Winston-Salem, NC 27110
P: 336-750-2359, E: Guillorymd@wssu.edu

Dr. Glenda McKeithan
Department of Special Education, Program Kansas University ASD MSE Associate
University of Kansas
1122 West Campus Rd, Joseph R. Pearson Hall, Rm. 521
Lawrence, Kansas 66045-3101
P: (785) 864-6987, E-mail: gmckeithan@ku.edu

Dr. Tanya Walker, Ph.D.
English Department Chair and Associate Professor of African-American Literature
Winston-Salem State University
601 S. Martin Luther King Jr. Drive, Hall Patterson 220
Winston-Salem, NC 27110
P: 336-750-2300, E: Walkerte@wssu.edu



WINSTON-SALEM STATE UNIVERSITY

DEPARTMENT OF EDUCATION

Winston-Salem State University

Kim D. Pemberton, Ph. D. –Chairperson

Anderson Center C131A or 254D

Winston-Salem, NC 27110

P: 336-750-2551 | F: 336-750-2892 | E: pembertonkd@wssu.edu

June 1, 2024

Dean Bhat & Provost Stitts,

This letter comes as a supportive endorsement and recommendation for **Dr. Lynn Zubov's Professor Emerita** request. Dr. Zubov has served Winston-Salem State University (WSSU) in many capacities during her tenure of approximately 20 years. Her years of service and hours of tireless work demonstrated her passion and commitment to the field of education. She served faculty and students, the department, university, and the community. Additionally, Dr. Zubov represented the Department of Education and served as a loyal supporter of its initiatives on campus and throughout the greater community.

According to the Winston-Salem State University Faculty Handbook, the request for Professor Emerita warrants many rights and privileges. In addition to those outlined in the University Policy, with which I concur, I am also in full support of the continued use of Dr. Zubov's university assigned email account (zubovl@wssu.edu). Additionally, Dr. Zubov's research that she plans to continue, is connected to that account and her ability to access Qualtrics surveys and data she has gathered. These simple gestures acknowledge the department's sincere appreciation for the remarkable qualities exhibited by Dr. Zubov on behalf of the university. Therefore, it is my pleasure to acknowledge this request and recommend **Dr. Lynn Zubov** for **Professor Emerita** status from Winston-Salem State University.

Thank you in advance for your attention to this matter. I can be reached at the enclosed contact information if further endorsement is needed.

Sincerely,

Kim D. Pemberton

Kim D. Pemberton, Ph. D.
Chairperson; Department of Education

A constituent institution of the University of North Carolina.



WSSU

Board of Trustees Transmittal Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	<p>On February 17, 2025, the Board Chairs of all the constituent institutions of the UNC System were sent a memo by from the Chair of the Board of Governors and the Chair of the Committee on Educational Planning.</p> <p>In that memo, it was requested that WSSU's board of trustees review and report to the Board of Governors promptly on the continued need, if any, for waivers granted by the board of trustees for the award of undergraduate degrees requiring more than 120 semester credit hours.</p>
Situation:	<p>In 2018, WSSU's prelicensure nursing program received system approval to establish a curriculum comprising 128 credit hours.</p> <p>This decision was made after careful consideration of the educational requirements necessary to adequately prepare our students for the National Council Licensure Examination for Registered Nurses (NCLEX-RN) and to ensure they meet the competencies expected in the nursing workforce.</p> <p>The rationale for expanding the curriculum in 2018 remains that same and is outlined on the attached supporting document.</p>
Impact/Benefit:	
Requested Action:	This item was reviewed by the Academic and Student Experience Committee and is being transmitted to the full board for information.
Attachments:	<ul style="list-style-type: none">• Document: 128 Credit Hours in the Prelicensure Nursing Program

128 Credit Hours in the Prelicensure Nursing Program

In 2018, our prelicensure nursing program received system approval to establish a curriculum comprising 128 credit hours. This decision was made after careful consideration of the educational requirements necessary to adequately prepare our students for the National Council Licensure Examination for Registered Nurses (NCLEX-RN) and to ensure they meet the competencies expected in the nursing workforce.

Rationale for 128 Credit Hours

1. **Accreditation Standards:** The Department of Nursing (DON) believes that reducing the number of nursing credits could negatively impact our ability to meet accreditation standards. Accreditation bodies require nursing programs to demonstrate that their graduates possess the necessary knowledge and skills to provide safe and effective care. A robust curriculum with sufficient credit hours is essential to meet these standards.
2. **Professional Competencies:** The nursing profession demands a high level of competency and critical thinking skills. The 128 credit hours are designed to cover essential content areas that are critical for success on the NCLEX-RN. Reducing the credit hours could lead to the omission of vital topics that prepare students for real-world nursing challenges.
3. **Unique Needs of Our Student Population:** Our curriculum has been specifically tailored to address the unique needs of our student population. While 120 credit hours may suffice for other academic programs, nursing education requires a comprehensive approach that encompasses both theoretical knowledge and practical skills.
4. **Collective Voice of Nursing Programs:** The collective voice of nursing programs within the system has indicated that any changes to the upper division nursing course credit hours could result in the exclusion of critical content necessary for licensure exam success. This consensus underscores the importance of maintaining the current credit structure to ensure our graduates are well-prepared for their roles in the healthcare system.
5. **Impact on the Nursing Workforce:** The nursing workforce is currently facing significant shortages, and it is imperative that our graduates are equipped to meet the demands of the profession. A well-structured program with adequate credit hours is essential for producing competent, highly-functioning nurses who can contribute effectively to patient care and healthcare teams.

In conclusion, the decision to maintain the 128 credit hours in our prelicensure nursing program is rooted in a commitment to excellence in nursing education. This is consistent with multiple nursing programs across the UNC system. It ensures that our graduates are not only prepared for the NCLEX-RN but also equipped to meet the challenges of the nursing profession. It was submitted to the Dean of the SOHS in Dec. 2018 for approval by the Board of Trustees.



WSSU

Board of Trustees Transmittal Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	<p>In higher education, peer lists are helpful tools often used in benchmarking, comparison, and institutional planning efforts.</p> <p>Periodically, the UNC System Office oversees a process, in partnership with campus representatives, to review and update the peer lists of its constituent institutions.</p>
Situation:	<p>The System's current Peer Study expires on June 30, 2025 and the UNCISO charged all constituent institutions to update their peer institution lists. WSSU's work has concluded and resulted in the attached list of peer recommendations.</p> <p>The attached document also includes background on the methods and process that was used to arrive at the recommended list.</p>
Impact/Benefit:	
Requested Action:	<p>This item was shared with the Academic and Student Experience Committee and is being transmitted to the full board for information.</p> <p>Following the conclusion of the Board of Trustees meeting on March 14, WSSU Administration will provide a final list of recommendations to the UNC System Office, no later than April 7. The UNC Board of Governors will consider and approve the final list.</p>
Attachments:	Document: WSSU Board of Trustees Peer Institution Recommendation

WSSU Board of Trustees Peer Institution Recommendation

100724	Alabama State University
106412	University of Arkansas at Pine Bluff
140960	Savannah State University
175342	Alcorn State University
175856	Jackson State University
207209	Langston University
218733	South Carolina State University
226152	Texas A & M International University
227526	Prairie View A & M University
232937	Norfolk State University
234155	Virginia State University

The UNC System Office (UNCISO) delivered two analyses based on different variables to identify institutions to consider as Board of Governors Peer Institutions. The activity is designed to assist with the selection of 10 to 12 institutions for the group. The required variables are FTE fall enrollment, percent of undergraduate students receiving a Pell grant, undergraduate enrollment as a percent of total enrollment, percent of faculty that are full-time, instructional expenditures per FTE, and academic program mix: critical workforce STEM, Health, and Education. Institutions were instructed to select four variables to complete the analysis. The variables selected for the initial analysis were percent of undergraduate students that are transfers, percent five-year change in fall FTE enrollment, research expenditures per FTE, and Core operational revenue per FTE. The second percent analysis replaced the Core operation revenue per FTE variable with percent of undergraduate students that are 25 and older which is more in line with WSSU's strategic goals.

The first analysis contained a list of 34 institutions, and the second analysis contained 35. Several institutions appear on both lists suggesting that they may be strong candidates for the recommendation. Alabama State University, South Carolina State University, Norfolk State University, and Virginia State University are current peer institutions. University of Arkansas at Pine Bluff, Langston University, Texas A & M International University, and Prairie View A & M University also appeared on both lists.

The committee completed a holistic review of the remaining institutions present on the second analysis that was delivered. Savannah State University and Alcorn State University are both system institutions in their respective states, HBCUs, have a similar percentage of undergraduate students as a percentage of total enrollment, serve a high percentage of students who receive Pell grants, have a similar percentage of undergraduate students over the age of 25, and percentage of full-time faculty.

Additionally, Jackson State University (JSU) is being recommended by the committee as a peer institution. It is an HBCU in the Mississippi Institutions of Higher Learning system. Holistically reviewed, JSU has many similar attributes including the percentage of undergraduate students who receive a Pell grant, percentage of full-time instructional staff, percentage of undergraduate students who are transfers, percentage of undergraduate students that are 25 and older, as well as several financial metrics.

Committee members: Tony Artimisi, Rachelle Barnes, Leslee Battle, Manju Bhat, Montrale Boykin, Shawn Holt, LaVie Leasure, Lisa McClinton, and Cheryl Pollard



WSSU

Board of Trustees Agenda Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	The Charter for the Committee on Trustees and Governance (COTG) calls for the committee to make recommendations on the board's meeting dates.
Situation:	<p>A board calendar for the 2025-2026 year has been drafted and is proposed for the committee's consideration.</p> <p>The draft calendar includes 4 regular meetings, a special called meeting to conduct officer elections, an orientation date for new trustees, and a retreat.</p>
Impact/Benefit:	Approval of a board calendar at this juncture in the year will allow for better planning on both the part of the board and administration.
Requested Action:	It is requested that the Board of Trustees adopt the proposed Board Meeting Schedule for 2025-2026.
Attachments:	WSSU Board of Trustees Proposed Board Meeting Schedule 2025-2026

**WSSU Board of Trustees
Proposed Board Meeting Schedule
2025-2026**

Day	Month	Date(s)	Approx Time	Board Event(s)
Monday	July	14	5pm	Conduct Elections
Friday	August	1	Noon-4pm	Orientation for New Board Members
Friday	Late July / Early August	Date pending consultant's availability		Board Retreat and Board Dinner
Monday	September	15	Virtually, beginning at approximately 10am	Committee Meetings
Tuesday	September	16	Virtually 9am	Regular Board Meeting
<i>Friday</i>	<i>September</i>	<i>19*</i>		<i>Chancellor's Installation</i> <i>*Informational Date</i>
Thursday	December	4	10am-7pm	Committee Meetings and Board Dinner
Friday	December	5	9am-11am	Regular Board Meeting
Thursday	March	5	10am-5pm	Committee Meetings
Friday	March	6	9am-11am	Regular Board Meeting
Thursday	June	11	10am-5pm	Committee Meetings
Friday	June	12	9am-11am	Regular Board Meeting



WSSU

Board of Trustees Agenda Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	Pursuant to North Carolina General Statutes 116-36, the UNC Board of Governors has established the Policy on Endowment Funds 600.2.1 ("Policy"). This Policy prescribes the terms and conditions under which the Winston-Salem State University Board of Trustees ("BoT") shall establish and maintain an endowment fund.
Situation:	<p>Consistent with law and policy, the Board of Trustees of the Endowment Fund of Winston-Salem State University ("BoTE") was established to oversee the management and administration of endowment funds.</p> <p>Further, policy states that the board of trustees of the endowment fund shall consist of no fewer than six members and no more than nine members, as determined by the board of trustees of the constituent institution. One member of the board of trustees of the endowment fund shall be the chair of the board of trustees of the constituent institution, one member shall be the chancellor of the constituent institution, and a third ex officio member shall be designated by the board of trustees of the constituent institution from among the officers of that board or of the committees of that board. The remainder of the members may be (but need not be) members of the board of trustees of the constituent institution and shall be elected by the board of trustees of the constituent institution for overlapping terms of three years each. T</p> <p>As the result of transition, attrition, and new board leadership appointments, the membership of the BoTE needs to be re-established and re-appointed.</p>
Impact/Benefit:	Making these reappointments will return WSSU into alignment with policy.



WSSU

Requested Action:	<p>It is requested that the Board of Trustees approve the appointment of the following appointments of the following individuals for the following terms to the Board of Trustees of the Endowment Fund of Winston-Salem State University (“BoTE”). The recommendations are as follows:</p> <ol style="list-style-type: none">1. Bill Miller, Chair, WSSU Board of Trustees (<i>term would end at expiration of WSSU Board Chair term</i>)2. Bonita Brown, Chancellor, WSSU)(<i>term would end at expiration of Chancellor appointment</i>)3. Matt Cullinan, Chair, WSSU Finance, Administration and Stewardship Chair (<i>term would end at expiration of term as Finance Administration and Stewardship Committee Chair</i>)4. Laura Gerald, Member, WSSU Board of Trustees (<i>term would end on June 30, 2027</i>)5. Alex Johnson, Member, WSSU Board of Trustees (<i>term would end on June 30, 2027</i>)6. Brent Moore, Members, WSSU Board of Trustees (<i>term would end on June 30, 2027</i>)
Attachments:	None

Draft



WSSU

Board of Trustees Action Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	<p>The 2018 Campus Master Plan needs to be updated to create a comprehensive campus plan that aligns with the university's current strategic direction.</p> <p>An updated plan will establish guiding principles for optimizing resources—such as land, facilities, space, and finances—while also examining opportunities for wellness, environmental impact, and operational efficiency.</p>
Situation:	<p>A process to select a vendor to assist with developing an updated campus master plan was initiated in fall 2024. The process included soliciting letters of interest, conducting reference checks, holding interviews, and developing a final list of recommended vendors.</p> <p>The Office of Finance and Administration is seeking approval to move forward with contracting with the selected firm to update to WSSU's master plan.</p> <p>This firm will assess current and future needs and guide the development of the campus's physical elements over the next decade, through 2035, in alignment with the university's strategic direction.</p>
Impact/Benefit:	<p>The campus community will benefit from a ten-year development plan that aligns with the University's goals, fosters academic and research growth, and supports the overall needs of the campus community.</p>
Requested Action:	<p>It is requested that the Board of Trustees of Winston Salem State University approve the appointment of the following architecture firm as its first, second, third choices respectively for the Master Plan Refresh Project. This authorization will allow the University to enter into a contract for architecture services.</p>
Attachments:	PowerPoint Slides (2)



Action Item – Approve Architect for Master Plan Refresh Project

Master Plan Architect Selection Process

- Appoint Selection Committee (7)
- RFQ Solicitation
- Receipt/Validation of Responses
- Reference Checks
- Evaluation/Short Listing
- Interviews (Committee)
- Ranking/Recommendation
- **BOT Approval/Delegation**



Action Item – Approve Architecture Firm for Master Plan Refresh Project

Final Rank Order of Architecture Firm for Master Plan Refresh Project		
Project:	Master Plan Refresh	
Date:	February 13, 2025	
Final Rank Order	Firm	Location
1	Perkins & Will	Charlotte, NC
2	Sizemore Group	Asheville, NC
3	Vines Architecture	Raleigh, NC

Action Item: The Board of Trustees of Winston Salem State University approves the appointment of the following architecture firm as its first, second, third choices respectively for the Master Plan Refresh Project. This authorization will allow the University to enter into a contract for architecture services.



WSSU

Board of Trustees Action Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	<p>The Hauser Hall Renovation and Expansion project is currently undergoing Design Development review by the State Construction Office. Once approved, the project will move forward with the development of construction documents.</p> <p>The Design and Construction Office seeks your approval to procure a commissioning agent.</p>
Situation:	<p>WSSU is at the phase in the project where a commissioning agent must be identified.</p> <p>Commissioning agents conduct quality assurance and functional checks on all building systems. Additionally, per GS 143-135.37(d), commissioning is required for major projects.</p> <p>WSSU has conducted the selection process for a commissioning agent, which involved soliciting letters of interest, conducting reference checks, holding interviews, and developing a final list of recommended vendors.</p>
Impact/Benefit:	<p>The engagement of a commissioning agent will ensure that the building operates as intended, meeting its design specifications and performance expectations.</p>
Requested Action:	<p>It is requested that the Board of Trustees of Winston Salem State University approve the appointment of the following commissioning agents as its first, second, third choices respectively for the Hauser Hall Renovation and Expansion Project. This authorization will allow the University to enter into a contract for commissioning services.</p>
Attachments:	PowerPoint Slides (2)



Action Item – Approve Commissioning Agent for Hauser Renovation and Expansion Project

Commissioning Agents for Hauser Hall Renovation and Expansion:

Commissioning Agent (Cx) Selection Process

- Appoint Selection Committee (5)
- RFQ Solicitation
- Receipt/Validation of Responses
- Reference Checks
- Evaluation/Short Listing
- Interviews (Committee)
- Ranking/Recommendation
- **BOT Approval/Delegation**

Role of a Commissioning Agent on a Project:

Commissioning is the process to certify that building systems, such as building envelope, mechanical, electrical, plumbing, and others integral to building operation are operating as designed by way of functional testing.

Action Item – Approve Commissioning Agent for Hauser Hall Renovation and Expansion Project

Final Rank Order of Commissioning Agent for Hauser Hall Project		
Project:	Hauser Hall Renovation and Expansion Project	
Date:	February 25, 2025	
Final Rank Order	Firm	Location
1	RMF	Raleigh, NC
2	CMTA	Charlotte, NC
3	McKim & Creed	Raleigh, NC

Action Item: The Board of Trustees of Winston Salem State University approves the appointment of the following commissioning agents as its first, second, third choices respectively for the Hauser Hall Renovation and Expansion Project. This authorization will allow the University to enter into a contract for commissioning services.

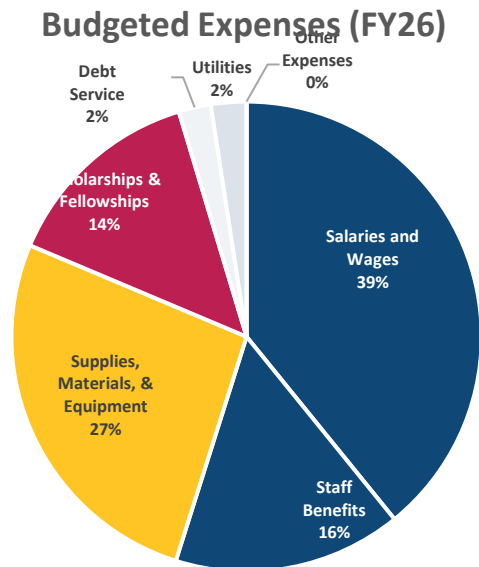
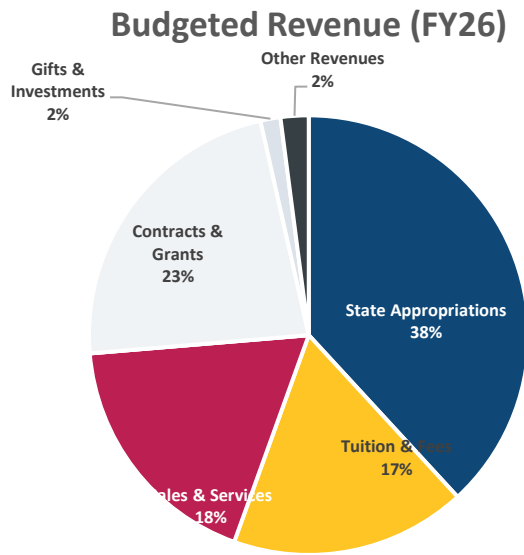


WSSU

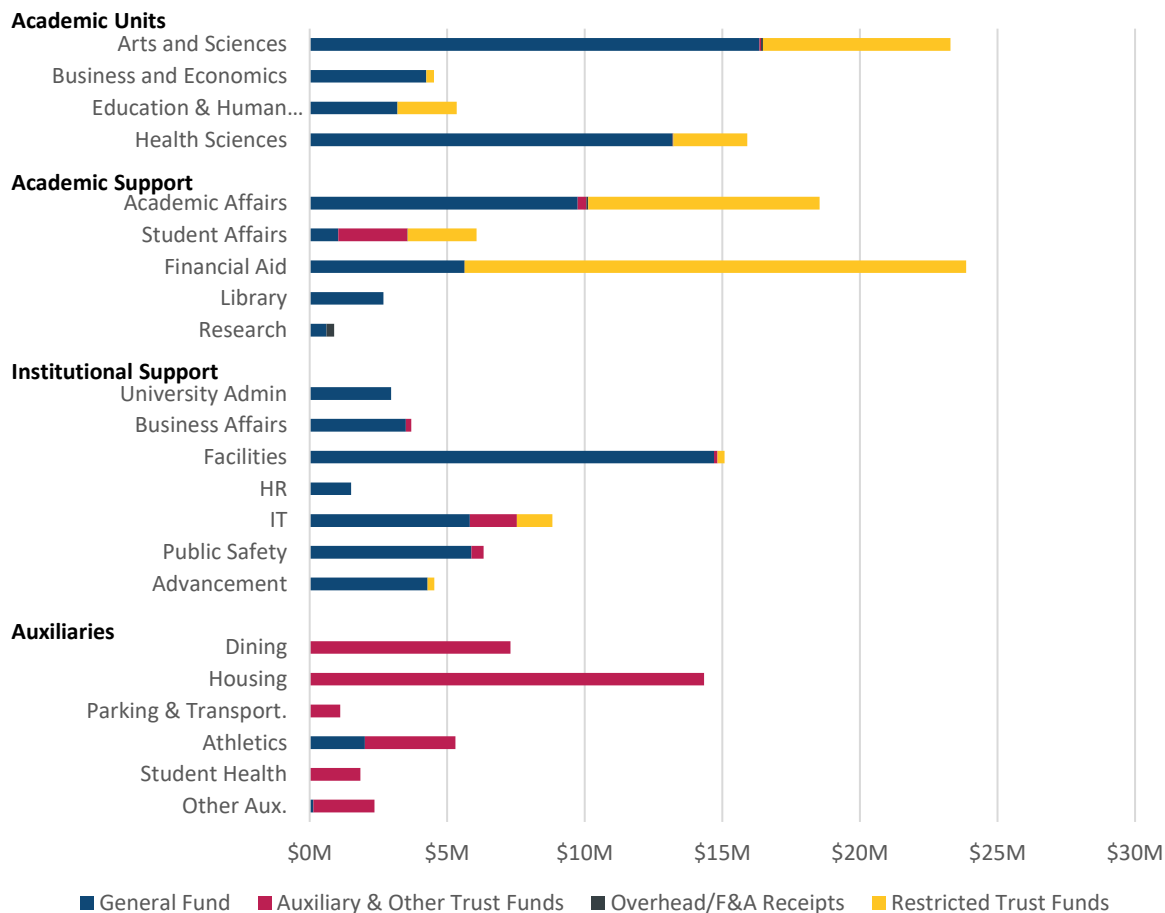
Board of Trustees Meeting Action Item Cover Sheet

Meeting Date:	March 14, 2025
Background:	<p>In September 2021 the Board of Governors (BOG) directed all UNC System campuses to develop a comprehensive, all-funds budget (AFB) for FY 2023 and annually thereafter, as a means of accounting for both General Fund (state appropriations and tuition) revenues and the Institutional Trust Funds (revenues from auxiliary enterprises, federal grants and contracts, and student fees) which now comprise half of System revenues.</p> <p>The System and campuses collaborated to develop a common budget template and standard budgeting conventions for this annual all-funds budget requirement. WSSU's FY26 All Funds Budget is complete and requires approval by the Board of Trustees.</p>
Situation:	The AFB must be approved by the Board of Trustees before submission to the UNC System Office, which then seeks approval from the UNC Board of Governors.
Impact/Benefit:	The impact of this approval ensures financial oversight and accountability, confirms resources are allocated to meet strategic goals and priorities, and builds trust with campus community and external stakeholders by demonstrating fiscal responsibility.
Requested Action:	That the Board of Trustees of Winston-Salem State University approves the FY26 All Funds Budget for WSSU as recommended on the attached documents.
Attachments:	All Funds Budget for Fiscal Year 2026

Winston-Salem State University



Operating Expenses by Unit



Winston-Salem State University
FY 2025-26 All-Funds Budget

		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriations	\$ 73,005,000	\$ -	\$ -	\$ -	\$ 73,005,000
	Tuition & Fees	\$ 21,234,000	\$ 11,962,000	\$ -	\$ -	\$ 33,196,000
	<i>Less Discounts and Allowances</i>	\$ (4,745,000)	\$ (85,000)	\$ -	\$ 4,830,000	\$ -
	Sales & Services	\$ 1,166,000	\$ 33,584,000	\$ -	\$ -	\$ 34,750,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 746,000	\$ 42,861,000	\$ 43,607,000
	Gifts & Investments	\$ -	\$ 2,806,000	\$ -	\$ -	\$ 2,806,000
	Other Revenues	\$ 2,010,000	\$ 1,939,000	\$ -	\$ -	\$ 3,949,000
Revenues Total		\$ 92,670,000	\$ 50,206,000	\$ 746,000	\$ 47,691,000	\$ 191,313,000
Expenses	Salaries and Wages	\$ 49,597,000	\$ 10,147,000	\$ 55,000	\$ 9,208,000	\$ 69,007,000
	Staff Benefits	\$ 20,257,000	\$ 4,827,000	\$ 13,000	\$ 2,584,000	\$ 27,681,000
	Services, Supplies, Materials, & Equip.	\$ 19,348,000	\$ 15,669,000	\$ 401,000	\$ 11,258,000	\$ 46,676,000
	Scholarships & Fellowships	\$ 4,745,000	\$ 85,000	\$ 17,000	\$ 19,813,000	\$ 24,660,000
	<i>Less Discounts and Allowances</i>	\$ (4,745,000)	\$ (85,000)	\$ -	\$ 4,830,000	\$ -
	Debt Service	\$ 681,000	\$ 3,230,000	\$ -	\$ -	\$ 3,911,000
	Utilities	\$ 2,787,000	\$ 1,506,000	\$ -	\$ -	\$ 4,293,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 92,670,000	\$ 35,379,000	\$ 486,000	\$ 47,693,000	\$ 176,228,000
Net Transfers		\$ -	\$ (3,573,000)	\$ -	\$ -	\$ (3,573,000)
Change in Fund Balance			\$ 11,254,000	\$ 260,000	\$ (2,000)	\$ 11,512,000

**Winston-Salem State University - Unit Breakout
FY 2025-26 All-Funds Budget**

College of Arts and Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 16,347,000	\$ -	\$ -	\$ -	\$ 16,347,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 109,000	\$ 6,813,000	\$ 6,922,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 16,347,000	\$ -	\$ 109,000	\$ 6,813,000	\$ 23,269,000
Expenses	Salaries and Wages	\$ 11,292,000	\$ -	\$ 3,000	\$ 1,576,000	\$ 12,871,000
	Staff Benefits	\$ 4,716,000	\$ -	\$ -	\$ 438,000	\$ 5,154,000
	Services, Supplies, Materials, & Equip.	\$ 339,000	\$ 60,000	\$ 57,000	\$ 3,853,000	\$ 4,309,000
	Scholarships & Fellowships	\$ -	\$ -	\$ 8,000	\$ 946,000	\$ 954,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 16,347,000	\$ 60,000	\$ 68,000	\$ 6,813,000	\$ 23,288,000
Net Transfers		\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Change in Fund Balance			\$ -	\$ 41,000	\$ -	\$ 41,000

School of Business and Economics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,240,000	\$ -	\$ -	\$ -	\$ 4,240,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 277,000	\$ 277,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,240,000	\$ -	\$ -	\$ 277,000	\$ 4,517,000
Expenses	Salaries and Wages	\$ 3,020,000	\$ -	\$ -	\$ 178,000	\$ 3,198,000
	Staff Benefits	\$ 1,175,000	\$ -	\$ -	\$ 79,000	\$ 1,254,000
	Services, Supplies, Materials, & Equip.	\$ 45,000	\$ -	\$ -	\$ 20,000	\$ 65,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,240,000	\$ -	\$ -	\$ 277,000	\$ 4,517,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University - Unit Breakout
FY 2025-26 All-Funds Budget**

School of Education & Human Performance		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,197,000	\$ -	\$ -	\$ -	\$ 3,197,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 2,146,000	\$ 2,146,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 3,197,000	\$ -	\$ -	\$ 2,146,000	\$ 5,343,000
Expenses	Salaries and Wages	\$ 2,172,000	\$ -	\$ -	\$ 276,000	\$ 2,448,000
	Staff Benefits	\$ 927,000	\$ -	\$ -	\$ 76,000	\$ 1,003,000
	Services, Supplies, Materials, & Equip.	\$ 98,000	\$ -	\$ -	\$ 1,567,000	\$ 1,665,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 228,000	\$ 228,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,197,000	\$ -	\$ -	\$ 2,147,000	\$ 5,344,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ (1,000)	\$ (1,000)
School of Health Sciences		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,178,000	\$ -	\$ -	\$ -	\$ 13,178,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 29,000	\$ 2,685,000	\$ 2,714,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 24,000	\$ -	\$ -	\$ 24,000
Revenues Total		\$ 13,178,000	\$ 24,000	\$ 29,000	\$ 2,685,000	\$ 15,916,000
Expenses	Salaries and Wages	\$ 8,801,000	\$ -	\$ -	\$ 623,000	\$ 9,424,000
	Staff Benefits	\$ 3,577,000	\$ -	\$ -	\$ 163,000	\$ 3,740,000
	Services, Supplies, Materials, & Equip.	\$ 799,000	\$ 1,000	\$ 40,000	\$ 1,011,000	\$ 1,851,000
	Scholarships & Fellowships	\$ -	\$ -	\$ 1,000	\$ 889,000	\$ 890,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 13,177,000	\$ 1,000	\$ 41,000	\$ 2,686,000	\$ 15,905,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 23,000	\$ (12,000)	\$ (1,000)	\$ 10,000

**Winston-Salem State University - Unit Breakout
FY 2025-26 All-Funds Budget**

Academic Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 9,737,000	\$ 241,000	\$ -	\$ -	\$ 9,978,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 144,000	\$ 8,412,000	\$ 8,556,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 6,000	\$ -	\$ -	\$ 6,000
Revenues Total		\$ 9,737,000	\$ 247,000	\$ 144,000	\$ 8,412,000	\$ 18,540,000
Expenses	Salaries and Wages	\$ 6,573,000	\$ -	\$ 26,000	\$ 3,171,000	\$ 9,770,000
	Staff Benefits	\$ 2,109,000	\$ -	\$ 6,000	\$ 1,027,000	\$ 3,142,000
	Services, Supplies, Materials, & Equip.	\$ 1,055,000	\$ 318,000	\$ 32,000	\$ 4,138,000	\$ 5,543,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 76,000	\$ 76,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 9,737,000	\$ 318,000	\$ 64,000	\$ 8,412,000	\$ 18,531,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (71,000)	\$ 80,000	\$ -	\$ 9,000
Student Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,038,000	\$ 2,431,000	\$ -	\$ -	\$ 3,469,000
	Sales & Services	\$ -	\$ 132,000	\$ -	\$ -	\$ 132,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 3,000	\$ 2,499,000	\$ 2,502,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,038,000	\$ 2,563,000	\$ 3,000	\$ 2,499,000	\$ 6,103,000
Expenses	Salaries and Wages	\$ 622,000	\$ 949,000	\$ 3,000	\$ 1,851,000	\$ 3,425,000
	Staff Benefits	\$ 259,000	\$ 501,000	\$ -	\$ 465,000	\$ 1,225,000
	Services, Supplies, Materials, & Equip.	\$ 157,000	\$ 1,069,000	\$ 2,000	\$ 183,000	\$ 1,411,000
	Scholarships & Fellowships	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,038,000	\$ 2,519,000	\$ 11,000	\$ 2,499,000	\$ 6,067,000
Net Transfers		\$ -	\$ (60,000)	\$ -	\$ -	\$ (60,000)
Change in Fund Balance			\$ (16,000)	\$ (8,000)	\$ -	\$ (24,000)

**Winston-Salem State University - Unit Breakout
FY 2025-26 All-Funds Budget**

Financial Aid		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,616,000	\$ -	\$ -	\$ -	\$ 5,616,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 50,000	\$ 18,224,000	\$ 18,274,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 5,616,000	\$ -	\$ 50,000	\$ 18,224,000	\$ 23,890,000
Expenses	Salaries and Wages	\$ 558,000	\$ -	\$ 5,000	\$ 550,000	\$ 1,113,000
	Staff Benefits	\$ 255,000	\$ -	\$ 2,000	\$ -	\$ 257,000
	Services, Supplies, Materials, & Equip.	\$ 58,000	\$ -	\$ 11,000	\$ -	\$ 69,000
	Scholarships & Fellowships	\$ 4,745,000	\$ -	\$ -	\$ 17,674,000	\$ 22,419,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,616,000	\$ -	\$ 18,000	\$ 18,224,000	\$ 23,858,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ 32,000	\$ -	\$ 32,000

Library		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,679,000	\$ -	\$ -	\$ -	\$ 2,679,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,679,000	\$ -	\$ -	\$ -	\$ 2,679,000
Expenses	Salaries and Wages	\$ 1,105,000	\$ -	\$ -	\$ -	\$ 1,105,000
	Staff Benefits	\$ 508,000	\$ -	\$ -	\$ -	\$ 508,000
	Services, Supplies, Materials, & Equip.	\$ 1,067,000	\$ -	\$ -	\$ -	\$ 1,067,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,680,000	\$ -	\$ -	\$ -	\$ 2,680,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University - Unit Breakout
FY 2025-26 All-Funds Budget**

Sponsored Research		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 609,000	\$ -	\$ -	\$ -	\$ 609,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	284,000	\$ -	\$ 284,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 609,000	\$ -	\$ 284,000	\$ -	\$ 893,000
Expenses	Salaries and Wages	\$ 431,000	\$ -	\$ 18,000	\$ -	\$ 449,000
	Staff Benefits	\$ 177,000	\$ -	\$ 5,000	\$ -	\$ 182,000
	Services, Supplies, Materials, & Equip.	\$ 1,000	\$ -	\$ 259,000	\$ -	\$ 260,000
	Scholarships & Fellowships	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 609,000	\$ -	\$ 284,000	\$ -	\$ 893,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

University Administration		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 2,959,000	\$ -	\$ -	\$ -	\$ 2,959,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 2,959,000	\$ -	\$ -	\$ -	\$ 2,959,000
Expenses	Salaries and Wages	\$ 1,963,000	\$ -	\$ -	\$ -	\$ 1,963,000
	Staff Benefits	\$ 752,000	\$ -	\$ -	\$ -	\$ 752,000
	Services, Supplies, Materials, & Equip.	\$ 245,000	\$ -	\$ -	\$ -	\$ 245,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,960,000	\$ -	\$ -	\$ -	\$ 2,960,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University - Unit Breakout
FY 2025-26 All-Funds Budget**

Business Affairs		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 3,440,000	\$ 2,233,000	\$ -	\$ -	\$ 5,673,000
	Sales & Services	\$ 55,000	\$ 172,000	\$ -	\$ -	\$ 227,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ 127,000	\$ -	\$ 127,000
	Gifts & Investments	\$ -	\$ 2,806,000	\$ -	\$ -	\$ 2,806,000
	Other Revenues	\$ -	\$ 97,000	\$ -	\$ -	\$ 97,000
Revenues Total		\$ 3,495,000	\$ 5,308,000	\$ 127,000	\$ -	\$ 8,930,000
Expenses	Salaries and Wages	\$ 2,160,000	\$ -	\$ -	\$ -	\$ 2,160,000
	Staff Benefits	\$ 903,000	\$ -	\$ -	\$ -	\$ 903,000
	Services, Supplies, Materials, & Equip.	\$ 433,000	\$ 118,000	\$ -	\$ -	\$ 551,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ 74,000	\$ -	\$ -	\$ 74,000
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 3,496,000	\$ 192,000	\$ -	\$ -	\$ 3,688,000
Net Transfers		\$ -	\$ (1,146,000)	\$ -	\$ -	\$ (1,146,000)
Change in Fund Balance			\$ 3,970,000	\$ 127,000	\$ -	\$ 4,097,000
Facilities		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 13,586,000	\$ -	\$ -	\$ -	\$ 13,586,000
	Sales & Services	\$ 1,111,000	\$ 84,000	\$ -	\$ -	\$ 1,195,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 256,000	\$ 256,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 119,000	\$ -	\$ -	\$ 119,000
Revenues Total		\$ 14,697,000	\$ 203,000	\$ -	\$ 256,000	\$ 15,156,000
Expenses	Salaries and Wages	\$ 4,451,000	\$ 67,000	\$ -	\$ -	\$ 4,518,000
	Staff Benefits	\$ 2,172,000	\$ 43,000	\$ -	\$ -	\$ 2,215,000
	Services, Supplies, Materials, & Equip.	\$ 4,608,000	\$ 13,000	\$ -	\$ 256,000	\$ 4,877,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ 681,000	\$ -	\$ -	\$ -	\$ 681,000
	Utilities	\$ 2,787,000	\$ -	\$ -	\$ -	\$ 2,787,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 14,699,000	\$ 123,000	\$ -	\$ 256,000	\$ 15,078,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 80,000	\$ -	\$ -	\$ 80,000

**Winston-Salem State University - Unit Breakout
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Human Resources		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
Expenses	Salaries and Wages	\$ 916,000	\$ -	\$ -	\$ -	\$ 916,000
	Staff Benefits	\$ 388,000	\$ -	\$ -	\$ -	\$ 388,000
	Services, Supplies, Materials, & Equip.	\$ 196,000	\$ -	\$ -	\$ -	\$ 196,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

Information Technology		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,823,000	\$ 1,771,000	\$ -	\$ -	\$ 7,594,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 1,301,000	\$ 1,301,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 5,823,000	\$ 1,771,000	\$ -	\$ 1,301,000	\$ 8,895,000
Expenses	Salaries and Wages	\$ 1,329,000	\$ 1,170,000	\$ -	\$ 804,000	\$ 3,303,000
	Staff Benefits	\$ 564,000	\$ 532,000	\$ -	\$ 267,000	\$ 1,363,000
	Services, Supplies, Materials, & Equip.	\$ 3,930,000	\$ -	\$ -	\$ 230,000	\$ 4,160,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,823,000	\$ 1,702,000	\$ -	\$ 1,301,000	\$ 8,826,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ 69,000	\$ -	\$ -	\$ 69,000

**Winston-Salem State University - Unit Breakout
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Public Safety		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 5,874,000	\$ 344,000	\$ -	\$ -	\$ 6,218,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 59,000	\$ -	\$ -	\$ 59,000
Revenues Total		\$ 5,874,000	\$ 403,000	\$ -	\$ -	\$ 6,277,000
Expenses	Salaries and Wages	\$ 2,191,000	\$ 224,000	\$ -	\$ -	\$ 2,415,000
	Staff Benefits	\$ 951,000	\$ 112,000	\$ -	\$ -	\$ 1,063,000
	Services, Supplies, Materials, & Equip.	\$ 2,731,000	\$ 117,000	\$ -	\$ -	\$ 2,848,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 5,873,000	\$ 453,000	\$ -	\$ -	\$ 6,326,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (50,000)	\$ -	\$ -	\$ (50,000)

Advancement		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 4,283,000	\$ -	\$ -	\$ -	\$ 4,283,000
	Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ 248,000	\$ 248,000
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ 4,283,000	\$ -	\$ -	\$ 248,000	\$ 4,531,000
Expenses	Salaries and Wages	\$ 1,928,000	\$ -	\$ -	\$ 179,000	\$ 2,107,000
	Staff Benefits	\$ 781,000	\$ -	\$ -	\$ 69,000	\$ 850,000
	Services, Supplies, Materials, & Equip.	\$ 1,574,000	\$ -	\$ -	\$ -	\$ 1,574,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 4,283,000	\$ -	\$ -	\$ 248,000	\$ 4,531,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ -	\$ -	\$ -	\$ -

**Winston-Salem State University - Unit Breakout
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Dining		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance			\$ 8,075,000	\$ -	\$ -	8,075,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	-
	Sales & Services	\$ -	10,460,000	\$ -	\$ -	10,460,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	75,000	\$ -	\$ -	75,000
Revenues Total		\$ -	10,535,000	\$ -	\$ -	10,535,000
Expenses	Salaries and Wages	\$ -	267,000	\$ -	\$ -	267,000
	Staff Benefits	\$ -	128,000	\$ -	\$ -	128,000
	Services, Supplies, Materials, & Equip.	\$ -	6,867,000	\$ -	\$ -	6,867,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	\$ -	\$ -	\$ -	-
	Utilities	\$ -	31,000	\$ -	\$ -	31,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ -	7,293,000	\$ -	\$ -	7,293,000
Net Transfers		\$ -	18,000	\$ -	\$ -	18,000
Change in Fund Balance			3,260,000	\$ -	\$ -	3,260,000
Ending Fund Balance			11,335,000	\$ -	\$ -	11,335,000
Housing		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance			\$ 24,998,000	\$ -	\$ -	24,998,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	-
	Sales & Services	\$ -	18,594,000	\$ -	\$ -	18,594,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	-
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	-
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	-
	Other Revenues	\$ -	\$ -	\$ -	\$ -	-
Revenues Total		\$ -	18,594,000	\$ -	\$ -	18,594,000
Expenses	Salaries and Wages	\$ -	2,958,000	\$ -	\$ -	2,958,000
	Staff Benefits	\$ -	1,277,000	\$ -	\$ -	1,277,000
	Services, Supplies, Materials, & Equip.	\$ -	5,490,000	\$ -	\$ -	5,490,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	-
	Debt Service	\$ -	3,156,000	\$ -	\$ -	3,156,000
	Utilities	\$ -	1,453,000	\$ -	\$ -	1,453,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	-
Expenses Total		\$ -	14,334,000	\$ -	\$ -	14,334,000
Net Transfers		\$ -	(2,495,000)	\$ -	\$ -	(2,495,000)
Change in Fund Balance			1,765,000	\$ -	\$ -	1,765,000
Ending Fund Balance			26,763,000	\$ -	\$ -	26,763,000

**Winston-Salem State University - Unit Breakout
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Parking & Transportation		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance			\$ 744,000	\$ -	\$ -	\$ 744,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ -	\$ -	\$ -	\$ -
	Sales & Services	\$ -	\$ 1,004,000	\$ -	\$ -	\$ 1,004,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 1,004,000	\$ -	\$ -	\$ 1,004,000
Expenses	Salaries and Wages	\$ -	\$ 599,000	\$ -	\$ -	\$ 599,000
	Staff Benefits	\$ -	\$ 240,000	\$ -	\$ -	\$ 240,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 272,000	\$ -	\$ -	\$ 272,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 1,111,000	\$ -	\$ -	\$ 1,111,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (107,000)	\$ -	\$ -	\$ (107,000)
Ending Fund Balance			\$ 637,000	\$ -	\$ -	\$ 637,000
Athletics		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance			\$ (18,000)	\$ -	\$ -	\$ (18,000)
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 3,106,000	\$ -	\$ -	\$ 3,106,000
	Sales & Services	\$ -	\$ 180,000	\$ -	\$ -	\$ 180,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ 2,010,000	\$ -	\$ -	\$ -	\$ 2,010,000
Revenues Total		\$ 2,010,000	\$ 3,286,000	\$ -	\$ -	\$ 5,296,000
Expenses	Salaries and Wages	\$ -	\$ 2,079,000	\$ -	\$ -	\$ 2,079,000
	Staff Benefits	\$ -	\$ 1,040,000	\$ -	\$ -	\$ 1,040,000
	Services, Supplies, Materials, & Equip.	\$ 2,010,000	\$ 83,000	\$ -	\$ -	\$ 2,093,000
	Scholarships & Fellowships	\$ -	\$ 85,000	\$ -	\$ -	\$ 85,000
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 2,010,000	\$ 3,287,000	\$ -	\$ -	\$ 5,297,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (1,000)	\$ -	\$ -	\$ (1,000)
Ending Fund Balance			\$ (19,000)	\$ -	\$ -	\$ (19,000)

**Winston-Salem State University - Unit Breakout
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Student Health		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Beginning Fund Balance			\$ 1,094,000	\$ -	\$ -	\$ 1,094,000
Revenues	State Appropriation, Tuition, & Fees	\$ -	\$ 1,751,000	\$ -	\$ -	\$ 1,751,000
	Sales & Services	\$ -	\$ 71,000	\$ -	\$ -	\$ 71,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Total		\$ -	\$ 1,822,000	\$ -	\$ -	\$ 1,822,000
Expenses	Salaries and Wages	\$ -	\$ 1,044,000	\$ -	\$ -	\$ 1,044,000
	Staff Benefits	\$ -	\$ 527,000	\$ -	\$ -	\$ 527,000
	Services, Supplies, Materials, & Equip.	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ 22,000	\$ -	\$ -	\$ 22,000
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ -	\$ 1,843,000	\$ -	\$ -	\$ 1,843,000
Net Transfers		\$ -	\$ -	\$ -	\$ -	\$ -
Change in Fund Balance			\$ (21,000)	\$ -	\$ -	\$ (21,000)
Ending Fund Balance			\$ 1,073,000	\$ -	\$ -	\$ 1,073,000
Other Auxiliaries		General Fund	Auxiliary & Other Trust Funds	Overhead/F&A Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation, Tuition, & Fees	\$ 131,000.00	\$ 85,000	\$ -	\$ -	\$ 216,000
	Sales & Services	\$ -	\$ 2,887,000	\$ -	\$ -	\$ 2,887,000
	Patient Services	\$ -	\$ -	\$ -	\$ -	\$ -
	Contracts & Grants	\$ -	\$ -	\$ -	\$ -	\$ -
	Gifts & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Revenues	\$ -	\$ 1,559,000	\$ -	\$ -	\$ 1,559,000
Revenues Total		\$ 131,000	\$ 4,531,000	\$ -	\$ -	\$ 4,662,000
Expenses	Salaries and Wages	\$ 85,000	\$ 790,000	\$ -	\$ -	\$ 875,000
	Staff Benefits	\$ 43,000	\$ 427,000	\$ -	\$ -	\$ 470,000
	Services, Supplies, Materials, & Equip.	\$ 2,000	\$ 1,011,000	\$ -	\$ -	\$ 1,013,000
	Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -
	Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses Total		\$ 130,000	\$ 2,228,000	\$ -	\$ -	\$ 2,358,000
Net Transfers		\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Change in Fund Balance			\$ 2,353,000	\$ -	\$ -	\$ 2,353,000